A JOB CLASSIFICATION AND

COMPENSATION PLAN

FOR THE CITY OF

MIAMI BEACH, FLORIDA

August 2009

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Introduction

At the request of the City of Miami Beach, Condrey and Associates, Inc. entered into a contract with the City for the development of a job classification and compensation plan. A classification and compensation study is conducted every seven to ten years by most organizations. A classification and compensation study balances internal equity (the relationship of positions to each other within an organization) and external equity (the relationship of positions to the external labor market). If a study is not conducted for a period of time, some positions continue to be paid below their internal and external worth to the organization, while some positions exceed it. Therefore, a classification and compensation study is a necessary step that healthy, functioning organizations should undertake every seven to ten years.

Compensation is more than what a person receives in remuneration from an organization. It has as much to do with the effective management of the organization as does a good leader or a modern budgeting structure. Compensation helps indicate to organizational members how they are viewed by the organization—either positively or negatively. It can also either be a straightjacket for managers or allow them to better manage their workgroup. In other words, the compensation system comprises a crucial part of the administrative infrastructure of the organization.

A good compensation system balances internal equity versus external equity. A good compensation plan seeks a system that makes sense internally across the organization and is also competitive externally in the relevant comparable labor market. Much employee dissatisfaction with pay concerns their personal assessment of how they are paid relative to others within their own organization (internal equity). If one group of employees perceives another to be paid more highly for a similar level of work, resentment can result. This resentment can lead to increased

turnover, lower productivity and general discontent in the workplace along with morale and retention issues across the organization. Only by conducting a classification and compensation study can an organization determine if its system is internally valid and externally competitive.

The objectives of the study included:

1. Reviewing and revising the current classification system and pay plan for all City classifications and employees;

2. Collecting wage survey data from comparable jurisdictions;

3. Producing a recommended pay plan based on job analysis, job evaluation, and wage survey data;

4. Developing new job descriptions for all 388 City classifications;

5. Identifying best practices of other public jurisdictions and private entities across the country related to controlling personnel costs;

6. Developing practical strategies to control future escalation of personnel costs in the City of Miami Beach; and

7. Assessing the impact of proposed changes including the impact on the community, employee morale, cost impacts, and other supporting requirements.

The process used to collect the necessary data and develop the classification and compensation plan consisted of several steps and phases. The first step involved the distribution of a position description questionnaire to all City employees (see Appendix E, page 68). The questionnaire covered major aspects of the employee's position as well as the physical demands and work environment of the position. A position questionnaire was received for every employee classification. After reviewing the information on the position questionnaires, Condrey and Associates interviewed employees individually and developed a classification recommendation for each position. Approximately 500 position incumbents were personally interviewed for the study, representing at least one person in each of the City's 388 classifications. Our experience in interviewing the City's employees was a positive one.

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Employees responded to the position questionnaires properly and the interviews with employees were very well received. The City should take pride in its competent and professional workforce.

The next step in the work plan involved evaluating each classification for grade assignment. In order to provide a reliable set of ratings, all positions were rated by Condrey and Associates utilizing the Factor Evaluation System (FES). An explanation of FES can be found on page 8 of this report. Additionally, exempt and non-exempt (overtime eligible) classification designations were analyzed as mandated by the Fair Labor Standards Act (FLSA) and Equal Employment Opportunity (EEO) class codes were analyzed for each position.

The project also involved collecting salary survey information. Condrey and Associates, in association with the University of Florida's Florida Survey Research Center, conducted a salary survey of selected public and private organizations specifically for this study. Most of the local governments included in the survey are jurisdictions that the City of Miami Beach has used in the past for other benchmarking purposes, such as their community satisfaction surveys and environmental scans. These jurisdictions are similar and/or comparable to Miami Beach in a number of ways, including in any and/or all of the following: geographic size, population, tourism community, entertainment community, communities within the South Florida region, etc. In addition to these local governments, a number of other local public organizations that also are major employers in the area were benchmarked, including Jackson Memorial Hospital and Miami Dade College. The private sector organizations used for this survey included several local large employers such as Mt. Sinai Hospital, Ryder and the University of Miami. The survey respondents are listed in Table I. Summary results of the survey are presented in Appendix A-1. Appendix A-1 shows the mean and median for the minimum, maximum, and actual average salary rates of the survey respondents. The mean is the arithmetic average of the data. The

median is the midpoint of the data. For example, one half of the respondents reported salaries above this number; one half reported salaries below it.

It should be noted that after presentation of the initial report in March 2009, the City of Miami Beach, in conjunction with Condrey and Associates, gathered additional information from several south Florida jurisdictions and two California jurisdictions. These additional jurisdictions are outlined in Appendix A-2; Appendix A-3 displays the salary survey summary of participating public and private organizations in South Florida.

In order to make the salary survey data comparable to the City of Miami Beach, all survey data was normed. Norming is a methodology that allows one to make an "apples to apples" comparison of salary information from sources in different geographic regions. Essentially, we utilized the City of Miami Beach cost-of-living data (115.9% of the national average) as a constant in converting salaries from other cites into "Miami Beach dollars." For example, using Miami Beach as a point of comparison converts a $70,000 salary reported by the City of Atlanta (96.1% of the national cost-of-living index) to $84,420 in the City of Miami Beach (115.9 ÷ 96.1 = 1.206; 1.206 x $70,000 = $84,420). Conversely, a $70,000 salary reported by the City of San Francisco would only translate to $47,460 in the City of Miami Beach since its cost-of-living is 170.9% of the national average.

Analysis of the salary data shows a very reliable sample with average normed and unnormed data producing very similar results. Furthermore, including or excluding private sector data produced no significant difference in results. For example, the summary of the salary survey results presented on page 28 reports that the "minimum annual rate median" for the position of Senior Systems Analyst is $57,635 for all survey respondents. When the respondent data is divided into public and private sector categories, the public sector median is $58,558; the

private sector median is $57,031. The large initial response rate (approximately 70%), coupled with the attention given survey data compilation by the University of Florida, and additional salary information gathered by the City, has produced a very reliable resource for the City of Miami Beach.

A survey of benefits and best practices (exemplary behaviors of comparable organizations) was also conducted along with a review of published information for total compensation cost containment including approaches for cost of living adjustments, pension increases, changes to benefits, etc. The results of the best practice and benefits survey are fully presented in Appendix C.

In addition to collecting additional salary survey information after publication of the March 2009 report, Condrey and Associates met with representatives of each department and four of the five unions to discuss the report. Based on this input and additional salary information, some modifications were made to the initial report. We appreciate the cooperation of all involved in this process and believe it strengthens the classification and compensation recommendations contained herein.

The most significant change supported by the new survey data was the maintenance of parity between entry-level police and fire positions. Data presented in Appendix A-3 demonstrates that the South Florida average entry-level salary for Firefighter ($44,551) is slightly higher than that of entry-level Police Officer ($43,293). This is contrary to the national trend and supports salary parity between these important public safety positions.

Table I
Salary Survey Respondents

Arizona

City of Scottsdale

California

City of Beverly Hills
Los Angeles County*
City of San Diego*
City of San Francisco
City of Santa Barbara
City of Santa Monica
City of West Hollywood

Florida

Broward County*
City of Clearwater
City of Coral Gables
City of Coral Springs*
City of Daytona Beach
City of Ft. Lauderdale
City of Hialeah
City of Hollywood*
City of Key Biscayne*
City of Key West
City of Miami
Miami-Dade County
City of Pensacola
City of St. Petersburg
Jackson Memorial Hospital
Miami-Dade College
Mount Sinai Hospital
Ryder
University of Miami

* Salary information from this organization was included after the initial March 2009 report.

Georgia

City of Savannah

Hawaii

City of Honolulu

Maryland

City of Annapolis

North Carolina

City of Charlotte

South Carolina

Town of Hilton Head Island

Texas

City of Galveston

Virginia

City of Virginia Beach

Washington, DC

City of Washington, D.C.

<u>The Classification Plan</u>

The system used to classify the jobs in the City of Miami Beach is an adapted version of the Factor Evaluation System (FES). FES was developed by the U.S. Civil Service Commission (now the Office of Personnel Management) and is considered to be a state-of-the-art system in public human resource management.

FES is a point-factor-comparison evaluation system that uses nine factors for the evaluation of jobs: (1) Knowledge Required by the Position, (2) Supervisory Controls, (3) Guidelines, (4) Complexity, (5) Scope and Effect, (6) Personal Contacts, (7) Purpose of Contacts, (8) Physical Demands, and (9) Work Environment. In order to adapt it to this setting, a tenth factor covering supervisory responsibility was utilized as described by Henderson and Clarke[1]. The factors are weighted (i.e., Knowledge Required by the Position "counts more" than Physical Demands). Each factor has several levels, and each level is assigned a specified number of points. The combined score on all the factors determines the total number of points for each position and its assignment to a grade in the classification plan. Table II displays the FES factors. Table III presents an example of how the factor scores are tallied (see Tables II and III). Appendix B depicts the grade level assigned all City positions. The assigned grade levels reflect a combination of data generated by FES, the salary surveys, and a review of organizational relationships within the City.

Based on hierarchical alignment, the point factor system we utilized appears to produce results similar to the system previously employed by the City of Miami Beach. An exception is that labor and trade positions are now rated slightly higher in relative comparison to their internal counterparts. It is our opinion that the new internal value system is not a radical departure from the one previously utilized, but rather an enhancement of such.

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[1] Henderson, Richard I. and Kitty W. Clark, *Job Pay for Job Worth: Designing, Managing, and Involving Employees in an Equitable Job Classification System*, University Press, June 1994.

Table II
Factor Evaluation System
Description of Factors

Factor 1: Knowledge Required by the Position

- o Kind or nature of knowledge and skills needed; and
- o How these knowledges and skills are used.

Factor 2: Supervisory Controls

- o How the work is assigned;
- o The employee's responsibility for carrying out the work; and
- o How the work is reviewed.

Factor 3: Guidelines

- o The nature of guidelines for performing the work; and
- o Judgment needed to apply the guidelines or develop new guides.

Factor 4: Complexity

- o Nature of the assignment;
- o Difficulty in identifying what needs to be done; and
- o Difficulty and originality involved in performing the work.

Factor 5: Scope and Effect

- o Purpose of the work; and
- o Impact of the work product or service.

Factor 6: Personal Contacts

- o People and conditions under which the contacts are made (except supervisor).

Factor 7: Purpose of Contacts

- o Reasons for contacts in Factor 6; skill needed to accomplish work through person-to-person activities.

Factor 8: Physical Demands

- o The nature, frequency, and intensity of physical activity.

Factor 9: Work environment

- o The risks and discomforts imposed by physical surroundings and the safety precautions necessary to avoid accidents or discomfort.

Factor 10: Supervisory and Management Responsibility

- o The level of management responsibility assumed by the position.

Table III
Sample Factor Evaluation Scores
Any City, USA

			FACTOR 1 KNOWLEDGE REQUIRED		FACTOR 2 SUPRVISORY CONTROLS		FACTOR 3 GUIDELINES		FACTOR 4 COMPLEXITY		FACTOR 5 SCOPE & EFFECT		FACTOR 6 PERSONAL CONTACTS		FACTOR 7 PURPOSE OF CONTACTS		FACTOR 8 PHYSICAL DEMANDS		FACTOR 9 WORK ENVIRONMNT		FACTOR 10 SUPERVISRY RESPNSBLTY			
GRD	DPT/ DIV	JOB TITLE	LVL	PTS	LVL	PTS	LVL	PTS	LVL	PTS	LVL	PTS	LVL	PTS	LVL	PTS	LVL	PTS	LVL	PTS	LVL	PTS	TOTAL	GRD
26	PD/1	Job A	7	1250	5	650	4	450	4	225	4	225	3	60	3	120	1	5	1	5	6	450	3440	26
25	HR/1	Job B	7	1250	5	650	4	450	4	225	4	225	3	60	2	50	1	5	1	5	6	550	3470	26
21	AD/4	Job C	6	950	4	450	3	275	4	225	4	225	2	25	2	50	1	5	1	5	2	150	2360	21
19	DS/6	Job D	6	950	4	450	3	275	4	225	3	150	2	25	2	50	1	5	1	5	1	50	2185	19
17	FIN/6	Job E	5	750	3	275	3	275	3	150	3	150	2	25	2	50	1	5	1	5	1	50	1735	16
16	DC/2	Job F	4	550	3	275	3	275	3	150	3	150	2	25	2	50	2	20	2	20	3	250	1765	16
12	AD/6	Job G	4	550	3	275	2	125	2	75	2	75	2	25	2	50	1	5	1	5	1	50	1235	12
9	CD/6	Job H	3	350	2	125	2	125	2	75	2	75	2	25	1	20	1	5	1	5	1	50	855	9
9	FIN/8	Job I	3	350	2	125	2	125	2	75	2	75	2	25	1	20	2	20	1	5	1	50	870	9
7	PR/9	Job J	2	200	2	125	2	125	2	75	2	75	1	10	1	20	2	20	2	20	1	50	720	7

The compensation plan developed for the City is based on an internal value system reflected in the classification plan and on a salary survey of comparable organizations to help assure an externally equitable and competitive pay system.

The pay plan consists of thirty grades. Tables IV – A, B and C display the proposed salary scales. Compensation Plan A reflects salaries at 115% of the market (or average compensation) or approximately the third quartile of responding organizations. Placing the salary scale at 115% of the labor market means that a market salary of $40,000 would translate to $46,000. At this level, the entry-rate for the organization would be greater than approximately 75% of competing organizations. Compensation Plan B reflects salaries at 107.5% of the market (a $40,000 market survey salary would translate to $43,000, with Miami Beach's entry-rate greater than approximately 62% of its competitors), and Compensation Plan C reflects salaries at 100% of the market (a $40,000 market survey salary would remain at $40,000 with the entry-rate for the organization greater than approximately 49% of salary survey respondents). The proposed salary range for grades 1-23 (non-management level positions) is fifty percent from the minimum to the maximum of the pay range (65% for grades 24-30, management-level positions). The City's current salary ranges for each grade is anywhere between 10% (for certain Fire and Police promotional positions) all the way up to 61.5% from the minimum to the maximum of the pay ranges. There does not appear to be any difference between classified and unclassified (management-level v. non-management-level).

The range for all proposed grades continues to be deliberately broad so that problems associated with employees reaching the top of their pay range will be minimized.

The range is greater for positions in grades 24-30 since national recruitment strategies are normally required for these management-level positions. Department director positions are placed at grade 27/28 in the new pay plan. This flexibility in hiring department directors will

allow the City to adjust salary offers to match the particular qualifications of a successful applicant for these important positions. This is not unusual among large organizations and is used as a pay banding strategy to insure competitiveness in the labor market for these management-level positions. Further, it is recommended that unlike the City's current system, where no additional compensation is provided for maxed out employees other than the COLA, the City should consider a policy that once employees reach the top of the range, performance/merit increases should be earned as a lump sum payment (one-time "bonus") rather than being added to base salary. This will help alleviate retention and motivation problems associated with employees who have "maxed out" of their pay range. The broad pay range and lump sum payment process are considered to be best practices in allowing a jurisdiction to effectively manage its compensation system on a long-term basis.

In order to keep the proposed salary table current, a periodic market adjustment (based on market conditions) should be considered. This adjustment should be applied to the salary schedule and as a general percentage salary adjustment for all employees when market conditions dictate. This market adjustment should be made in addition to employee performance awards. Thus, the City may consider budgeting for two annual personnel cost adjustments: 1) an adjustment applied to every employee's salary and every pay range equally when market conditions dictate (similar to the "cost-of-living" adjustment now employed by the City), and 2) merit increases linked to employee performance.

In recognizing promotion, the City has traditionally awarded an increase to the minimum of the new pay range or 5%, whichever is greater. After the economy is in full recovery, the City may consider changing the 5% amount to 10% (standard practice of local government organizations). It is our professional opinion that a true promotion should be recognized at this level.

Table IV – A
Proposed Salary Scale
115% of Market
(Entry rate is greater than approximately 75% of competing organizations)
City of Miami Beach Personnel Project

Grade	MINIMUM	MAXIMUM
1	24,563.41	37,376.13
2	25,806.93	39,268.29
3	27,113.40	41,256.25
4	28,486.02	43,344.85
5	29,928.12	45,539.18
6	31,443.24	47,844.60
7	33,035.05	50,266.73
8	34,707.45	52,811.49
9	36,464.51	55,485.07
10	38,310.53	58,294.00
11	40,250.00	61,245.14
12	42,287.66	64,345.67
13	44,428.47	67,603.17
14	46,677.66	71,025.58
15	49,040.72	74,621.25
16	51,523.40	78,398.95
17	54,131.78	82,367.90
18	56,872.20	86,537.77
19	59,751.35	90,918.75
20	62,776.26	95,521.51
21	69,293.25	105,437.87
22	76,486.78	116,383.68
23	84,427.09	128,465.81
24	97,909.55	161,550.75
25	102,866.22	169,729.26
26	108,073.82	178,321.80
27	125,332.50	206,798.62
28	131,677.45	217,267.80
29	145,347.27	239,823.00
30	152,705.48	251,964.04
UNC	Unclassified - range determined by the City Commission	

Table IV – B
Proposed Salary Scale
107.5% of Market
(Entry rate is greater than approximately 62% of competing organizations)
City of Miami Beach Personnel Project

Grade	MINIMUM	MAXIMUM
1	22,961.44	34,938.55
2	24,123.87	36,707.32
3	25,345.14	38,565.63
4	26,628.24	40,518.01
5	27,976.29	42,569.23
6	29,392.59	44,724.30
7	30,880.59	46,988.47
8	32,443.92	49,367.26
9	34,086.39	51,866.48
10	35,812.02	54,492.22
11	37,625.00	57,250.89
12	39,529.77	60,149.21
13	41,530.96	63,194.27
14	43,633.46	66,393.48
15	45,842.41	69,754.65
16	48,163.18	73,285.98
17	50,601.44	76,996.08
18	53,163.14	80,894.00
19	55,854.52	84,989.26
20	58,682.16	89,291.85
21	64,774.12	98,561.49
22	71,498.51	108,793.44
23	78,920.98	120,087.60
24	91,524.14	151,014.83
25	96,157.55	158,659.96
26	101,025.53	166,692.12
27	117,158.64	193,311.75
28	123,089.79	203,098.16
29	135,868.10	224,182.37
30	142,746.42	235,531.60
UNC	Unclassified - range determined by the City Commission	

Table IV – C
Proposed Salary Scale
100% of Market
(Entry rate is greater than approximately 49% of competing organizations)
City of Miami Beach Personnel Project

Grade	MINIMUM	MAXIMUM
1	21,359.48	32,500.97
2	22,440.81	34,146.34
3	23,576.87	35,874.99
4	24,770.45	37,691.17
5	26,024.46	39,599.28
6	27,341.94	41,603.99
7	28,726.13	43,710.20
8	30,180.39	45,923.03
9	31,708.27	48,247.88
10	33,313.50	50,690.43
11	35,000.00	53,256.63
12	36,771.88	55,952.75
13	38,633.45	58,785.35
14	40,589.27	61,761.36
15	42,644.10	64,888.03
16	44,802.96	68,172.99
17	47,071.11	71,624.25
18	49,454.08	75,250.22
19	51,957.70	79,059.77
20	54,588.06	83,062.17
21	60,255.00	91,685.09
22	66,510.24	101,203.19
23	73,414.87	111,709.38
24	85,138.74	140,478.91
25	89,448.88	147,590.66
26	93,977.23	155,062.44
27	108,984.78	179,824.89
28	114,502.13	188,928.52
29	126,388.93	208,541.74
30	132,787.37	219,099.16
UNC	Unclassified - range determined by the City Commission	

<u>Cost of Implementation</u>

The following section presents three implementation plans or options for the City's consideration. The cost figures do not include benefit or overtime costs. Thus, the following cost figures do not represent the City's total personnel costs for these positions.

Table V depicts the cost to implement the new plans. The annualized cost to implement classification changes necessitated by Plan A is approximately $1,210,017, or 1.03% of projected year-end payroll cost. Plan A is approximately the third quartile (115%) of the labor market and should prove to be effective in attracting and retaining a quality workforce. The City's policy has traditionally been to hire candidates at approximately 115% of the market in order to attract and retain the best possible candidates and employees. The cost to implement Plan B (approximately 107.5% of market, higher than approximately 62% of competitor employers) is approximately $517,841, or 0.44% of projected year-end payroll cost. The cost to implement Plan C (approximately 100% of market, higher than approximately 49% of competitor employers) is approximately $117,732, or 0.10% of projected year-end payroll cost. In analyzing the labor market data for the study, all survey results were normed using the City of Miami Beach as a point of comparison.

In projecting the implementation cost for the new pay plans, each employees' projected salary as of September 30, 2009 was evaluated to determine which salaries would be above the maximum suggested pay range for his or her classification. The 2009 projection assumed that all employee salaries and pay ranges would be increased by the 4 percent COLA for FY 2008/09 and that each employee would move to the next step (which ranges from 3 percent to 4 percent for the employees in Lifeguard I, Lifeguard II and Lifeguard Lieutenant classifications, depending on number of years of service, to 5 percent for those employees covered by the FOP and IAFF

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collective bargaining agreements) or receive the full 4 percent merit for all other classified and unclassified employees, up to the maximum of the range. We recognize that not all employees will receive the full 4 percent merit, but it represents the potential maximum. For Plan A, 119 out of 1,895 employees are projected to exceed the maximum of their pay range by a total amount of $842,473. This means that the current salary level for these employees exceeds the recommended pay range maximum by this amount. These employees should be considered "fully compensated." For Plan B, 280 employees are projected to exceed the maximum range by a total amount of $1,972.050. For Plan C, 719 employees are projected to exceed the maximum of their pay range by a total amount of $5,034,920. Condrey and Associates recommends that these fully-compensated employees remain at their current salary level until such time as the maximum range for their assigned pay grade meets or exceeds their current salary.

In choosing one of the three plans to implement, Condrey and Associates recommends that the City consider all three plans. Implementing Plan A would allow the City to retain its current position in the labor market and its reputation as an employer of choice. It has an advantage over Plans B and C in that its salary scale values are respectively 7.5% and 15% higher, yet its cost of implementation is only approximately .6% more than Plan B and .9% more than Plan C.

In ordinary circumstances, Plan A would be a logical choice for the City; however, given current economic conditions, Plans B and C should be given consideration. The main disadvantage of implementing Plan B or Plan C is that it would put the City in a less advantageous position in its recruitment efforts. Additionally, the relatively large number of "maxed out" positions (salaries exceeding the top of their respective salary ranges), particularly with Plan C, may create employee morale and retention problems for the City of Miami Beach. Plans B and C's advantages are monetary given the slight percentage difference in

implementation cost and that Plan B would essentially cap performance increases by 161 more

employees than does Plan A (280 v. 119) and that Plan C would cap 439 employees more than

Plan B (719 v. 280).

Table V
Cost of Implementation
City of Miami Beach Personnel Project

	Implementation Cost[1]
Plan A	$1,210,017 (1.03%)
Plan B	$517,841 (0.44%)
Plan C	$117,732 (0.10%)

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[1] Increases are projected based on projected September 2009 payroll total of $117,296,556. Excluded from this figure are salaries for elected officials, contract employees, and some temporary employees. The figures presented are exclusive of overtime and benefits costs.

<u>Future Pay Practices</u>

In addition to conducting a classification and compensation study, Condrey and
Associates was charged with the task of reviewing the City of Miami Beach's pay policies in
light of the City's past practices and recent Florida legislation related to municipal taxation
authority. To assist in this process, Condrey and Associates contracted with Dr. Jonathan West
of the University of Miami to conduct a "best practices survey" of selected municipal
governments. Summary results of this survey and a list of responding organizations are
presented in Appendix D.

Condrey and Associates also contracted with Dr. Rex Facer of Brigham Young
University's Romney School of Management. Dr. Facer reviewed the City's past practices
related to cost-of-living and step increases.

Based on the above research, we present recommendations for the City's consideration as
it implements the proposed compensation system. These recommendations seek to establish an
equitable compensation system – one that is fair to employees and to the residents of Miami
Beach. The following recommendations should allow the City to continue to attract and retain a
quality work force under its current revenue constraints:

Pay Structure – General Increase

The City's past pay practice has been to award a general increase greater than the
Consumer Price Index (CPI). The impact of that pattern has substantial implications for
compensation over time. To explore this we look at the impact of different strategies for cost of
living adjustments. We compare the impact on a median salary using the Miami area specific CPI
and the COLA historically used in Miami Beach. The data below demonstrate that salaries

adjusted using the Miami – Fort Lauderdale CPI grew approximately 32% during this time period. However, salaries using Cost-of-Living Adjustments (COLAs) by the City for this same time period increased by 42% (this amount is above any increases due to step or merit adjustments). This 10% differential represents an approximate $10 million addition to payroll based on this factor alone. The above practice is not in keeping with organizations included in the Best Practices Survey where only one of the 18 respondents report general increases greater than the Consumer Price Index.

Comparison of Cost of Living Adjustment Strategies

	Miami/Ft. Lauderdale CPI	CPI Adjusted Salary*	Miami Beach COLA	Miami Beach COLA Adjusted Salary*
1998 Salary		$56,221.00		$56,221.00
1999	3.0%	$57,907.63	3.0%	$57,907.63
2000	3.1%	$59,702.77	4.0%	$60,223.94
2001	1.6%	$60,658.01	4.0%	$62,632.89
2002	1.4%	$61,507.22	4.0%	$65,138.21
2003	2.9%	$63,290.93	3.0%	$67,092.35
2004	2.8%	$65,063.08	3.0%	$69,105.13
2005	5.0%	$68,316.23	3.5%	$71,523.80
2006	4.9%	$71,663.73	6.0%	$75,815.23
2007	3.6%	$74,243.62	5.0%	$79,605.99
Salary Change 1998-2007		$18,022.62		$23,384.99
Percent Change 1998-2007		32.1%		41.6%

* Cost of living salary adjustments occur using the following formula: New Cost of Living Salary = Previous Salary * (1 + Adjustment Factor), where the adjustment factor is either the CPI or the Miami Beach COLA.

It is the recommendation of Condrey and Associates that periodic market increases, similar to the "cost of living" adjustment now employed by the City (increases applied to the pay structure and to all employee salaries below the top of the respective pay range), be limited to the Consumer Price Index for the Miami – Fort Lauderdale area. Such increases should only be implemented when deemed desirable by the City Manager and City Commission. These adjustments should serve as a surrogate for an annual salary survey. To make sure that the City's pay structure remains in a competitive position, the City should conduct a salary survey every four to five years or so.

Pay Structure – Step Increase

In addition to outpacing inflation with its general increases, the City has also maintained a step structure (incremental salary steps achieved annually) for many positions. In some cases, these step increases approach 5%. Thus, an employee, depending on his or her classification, whose salary is below the top of the pay range, may expect an increase of approximately 7% to 9% for the current fiscal year based on the combined effect of the general (COLA) increase and merit or step increase. Such an amount is double or triple the national Wage Increase Index average for most years. Clearly, such a pay practice is not sustainable and its continuing implementation would most probably force a further reduction in the City's workforce. It has also led to the large number of "maxed out" employees.

It is the recommendation of Condrey and Associates that steps be eliminated from the new pay plan. However, in keeping with Best Practices, we recommend that merit increases in the range of 2–3% be awarded to employees meeting performance standards and whose current salary is below the top of his or her pay range. This amount (added to employee base pay) should

not be a fixed amount or percentage but allocated as deemed appropriate and feasible by the City Manager and City Commission. In other words, the increases should vary annually to correspond with the City's fiscal condition.

Fair Labor Standards Act

In many instances, the City awards overtime payments that are in excess of that required by the Fair Labor Standards Act (FLSA). These excessive payments most probably exceed $250,000 annually and could be better utilized to fund the City's overall pay structure. For example, double and triple time is paid in some instances where the law only requires that overtime be paid at the rate of 1.5 times the normal hourly rate. It is the recommendation of Condrey and Associates that the City not exceed the requirements of the FLSA. Implementation of this recommendation alone would significantly offset costs associated with implementing the proposed compensation system.

In addition, it is the opinion of Condrey and Associates that there are a number of ways to manage overtime costs which are calculated on extended wages, some of which are associated with FLSA. These specific recommendations will impact each of the collective bargaining units so therefore these recommendations would need to be bargained. Condrey and Associates is available to assist the City in this process if so requested.

Best Practices/Benefits Survey

The City of Miami Beach currently offers its employees a comprehensive benefits package. Depending on the salary group, all full-time employees are offered different levels of Group Health and Dental Insurance, Basic Life Insurance, and Accidental Death and Dismemberment coverage.

Employees also participate in a defined benefit pension plan. Vesting varies depending on the particular plan, with 5 years for the Miami Beach Employees' Retirement Plan for general employees and 10 years for the Miami Beach Police and Fire Pension Plan for police officers and firefighters. The retirement age, employee contribution rate, Final Average Monthly Earnings (FAME) calculation, and other details also vary by plan and the employee's hire date. Retiree health insurance is also offered by the City, with the City sharing in the costs.

The City's leave practices and policies are also comprehensive. Full-time employees accrue up to 96 hours (pro-rated for shift personnel) of sick and annual (vacation) leave during the first 10 years of employment. The annual leave accrual grows to 136 hours per year for an employee with 10 to 20 years of service, and to 176 hours per year for employees with over 20 years of service. Additionally, the City celebrates 10 legal holidays, and grants employees 3 floating holidays, and a birthday holiday, for a potential of 38 paid days per year for the first 10 years, if all holidays, floating holidays, birthday, sick and annual leave are used. In addition, all employees are eligible for 3 Emergency Vacation days that they can use at their discretion. If these Emergency Vacation days are used, they are deducted from the employee's annual leave balance.

In addition to the above, employees can also participate in a number of voluntary benefit plans, at the employee's own and full expense, depending on salary group. The premiums, expenses and/or contribution amounts are taken directly from the employee's paycheck. These include: Supplemental Life Insurance, Health Care and Dependent Care Reimbursement Flexible Spending Accounts, Universal Life Insurance, Disability Insurance, Long-Term Care Insurance, Critical Life Insurance, Lump Sum Cancer Policy, Pre-Paid Legal Services, 457 Deferred Compensation Plans and Roth IRA accounts. The City also provides Tuition Assistance, access

to child care services at Mount Sinai Medical Center's Young President's Club Child Care Center, and a myriad of discounts that private vendors such as Dell Computers and local restaurants offer to City employees.

A Personnel Cost Containment Benchmark Survey was distributed to 41 local government jurisdictions and private corporations. Nineteen (19) organizations responded, representing a 46.3% response rate. The responding organizations were the cities of Clearwater, Coral Gables, Fort Lauderdale, Hollywood, Miami, Miami Beach, Pensacola, St. Petersburg, Charlotte, New Orleans/Department of Civil Service, New York Office of the Mayor/Office of Labor Relations, San Antonio, San Diego, Santa Barbara, Santa Fe, Savannah, and Virginia Beach, as well as the University of Miami and the Ryder Corporation.

The results of the survey illustrate what organizations are doing to control costs, where Miami Beach is in line with other organizations, and where Miami Beach stands out. The most popular personnel cost reduction strategy (58%) is to increase employee group health contributions. Other strategies included enhancing or adding mail order prescription plans, enhancing employee wellness programs, and adjusting health plan details (such as deductibles, co-payments and limits).

Without seeing the premium rates for all the respondents, but looking at Miami Beach's premiums for some of its group health plans, it appears that increasing the employee contributions may not be an option for all of the City of Miami Beach group health plans as some employee contributions and premiums are already high. Miami Beach indicated that they had explored and implemented a self-insurance group health plan as a way to possibly contain costs. Additionally, the opportunity exists for the City to reexamine its plan structures when it goes out to bid for a new group health plan vendor for the plan year starting January 1, 2010.

The City's leave accrual rates appear to be appropriate and in line with what other similar-sized organizations offer. The City is slightly more generous in its use of "floating" holidays and its paid employees' birthday leave. Additionally, the City retirement benefit, while generous, appears appropriate, considering the 8% employee contribution to the fund.

When asked about the budgeted average percent increase (COLA and merit/step increases) per employee for the current year, ten jurisdictions reported a 3.5 percent increase or less and seven reported a 3.8 percent increase or higher. The extremes ranged from one jurisdiction that reported no increase to another (Miami Beach) that reported a nine percent increase. Therefore it is recommended that Miami Beach reduce their budgeted average percent increase per employee.

The following are other cost containment survey results where Miami Beach stands out:

- Miami Beach offers longevity salary adjustments but only 32% of respondents offer this adjustment.

- In salary adjustments, Miami Beach reported a 5% maximum increase for police and fire personnel based on prescribed steps achieved over defined periods. The respondents' average maximum is 4.11%, with most actual awards below this level.

- One of the areas that set Miami Beach apart from study participants with similar total number of employees and total payroll costs was the number of days of employment required before qualifying for group health benefits. While Miami Beach requires 90 days to qualify, six comparable jurisdictions required 30 days or fewer.

- Miami Beach is one of four participants (21%) that does not contribute to Social Security (68% participate and 11% had no answer).

Position Title	Minimum Annual Rate Mean[1]	Minimum Annual Rate Median[2]	Maximum Annual Rate Mean	Maximum Annual Rate Median	Average Annual Mean	Average Annual Median
			Appendix A-1			
			City of Miami Beach			
			Salary Survey Summary – Normed[3]			
Administrative Aide II	$37,274	$38,449	$53,659	$51,938	$45,612	$47,159
Assistant Fire Chief	$98,026	$93,133	$125,162	$120,677	$107,635	$104,127
Auditor	$43,227	$43,266	$66,986	$65,854	$55,785	$54,638
Battalion Chief	$76,556	$76,564	$101,745	$103,244	$90,074	$94,624
Budget Officer	$60,027	$54,291	$86,093	$87,524	$75,075	$74,852
Capital Projects Coordinator	$71,251	$66,778	$109,789	$95,826	$85,548	$78,160
Carpenter I	$36,295	$37,232	$50,140	$52,571	$39,598	$40,359
Chief Electrical Inspector	$54,580	$53,473	$78,962	$78,270	$65,766	$63,133
Code Compliance Officer I	$40,758	$42,536	$57,949	$56,195	$48,422	$45,672
Communications Operator	$36,099	$37,353	$52,774	$53,896	$41,122	$44,297
Dispatcher	$33,499	$33,179	$49,900	$50,752	$38,667	$37,295
Engineering Assistant I	$37,513	$36,337	$52,144	$50,728	$47,479	$45,526
Executive Office Associate I (Sr. Admin Asst)	$43,548	$42,973	$61,670	$58,301	$53,510	$50,960
Financial Analyst I	$47,573	$47,282	$66,814	$68,548	$56,355	$57,285
Financial Specialist III	$45,618	$46,067	$64,991	$64,319	$57,103	$58,113
Fire Captain	$62,563	$61,391	$83,743	$86,170	$73,821	$75,545
Fire Lieutenant	$55,962	$55,407	$76,140	$77,131	$69,209	$71,327
Fire Protection Analyst (Fire Inspector)	$48,204	$45,364	$65,208	$66,184	$55,615	$55,149
Firefighter I	$41,474	$41,746	$61,305	$61,242	$48,252	$48,885
Heavy Equipment Operator I	$33,338	$34,724	$46,646	$45,565	$38,332	$39,292
Human Resources Admin. I	$56,449	$54,837	$77,848	$74,485	$62,796	$63,416
Human Resources Technician II	$37,395	$36,502	$52,332	$51,990	$44,877	$43,975
Information Technology Spec. I	$42,389	$43,800	$61,787	$61,339	$48,818	$47,018
Legal Secretary	$36,772	$36,869	$52,760	$49,798	$44,351	$44,986
Lifeguard I	$26,995	$27,299	$40,884	$40,304	$28,001	$29,633

[1] The mean is the arithmetic average of the data.

[2] The median is the midpoint of the data. For example, one half of the respondents reported salaries above this level; one half reported salaries below it.

[3] This is the original salary survey summary contained in the March 2009 report.

Position Title	Minimum Annual Rate Mean	Minimum Annual Rate Median	Maximum Annual Rate Mean	Maximum Annual Rate Median	Average Annual Mean	Average Annual Median
Mechanic II	$37,151	$38,357	$53,370	$54,191	$45,231	$44,392
Municipal Service Worker I	$27,808	$27,100	$37,646	$36,615	$29,460	$28,440
Office Associate IV	$31,142	$29,736	$44,390	$42,799	$34,782	$33,257
Office Associate V	$34,437	$32,814	$48,662	$47,157	$37,583	$38,967
Permit Clerk I	$30,580	$30,455	$44,004	$43,008	$34,853	$35,235
Police Captain	$78,839	$74,686	$105,523	$105,302	$99,243	$100,591
Police Lieutenant	$71,195	$65,667	$93,204	$91,992	$85,394	$87,744
Police Officer	$44,205	$43,181	$66,967	$65,502	$53,401	$53,929
Police Sergeant	$61,071	$59,928	$80,481	$79,461	$72,648	$73,546
Pool Guard I	$29,681	$25,955	$41,595	$34,592	$26,560	$26,316
Recreation Leader I	$25,957	$26,694	$37,430	$39,229	$31,942	$31,779
Senior Electrical Inspector	$46,310	$43,037	$66,859	$63,225	$55,511	$55,888
Senior Planner	$57,900	$54,824	$83,937	$78,766	$69,189	$67,806
Senior Plumbing Inspector	$46,520	$42,591	$68,205	$63,257	$52,857	$55,235
Senior Systems Analyst	$59,102	$57,635	$87,978	$88,897	$75,200	$74,583
Waste Collector	$28,698	$29,083	$38,865	$41,517	$31,619	$30,291
Water Meter Technician I	$29,898	$29,328	$41,106	$40,086	$34,764	$34,973

Position Title	Minimum Annual Rate Mean[1]	Minimum Annual Rate Median[2]	Maximum Annual Rate Mean	Maximum Annual Rate Median	Adjusted Average Annual Mean	Adjusted Average Annual Median
			Appendix A-2			
			City of Miami Beach – Updated Survey			
			Salary Survey Summary – Normed[3]			
Administrative Aide II	$36,920	$38,449	$53,769	$51,938	$45,612	$47,159
Assistant Fire Chief	$96,316	$92,479	$124,921	$120,338	$107,635	$104,127
Auditor	$43,498	$43,849	$67,236	$66,000	$55,785	$54,638
Battalion Chief	$74,571	$74,158	$101,292	$103,038	$90,074	$94,624
Budget Officer	$60,027	$54,291	$86,093	$87,524	$75,075	$74,852
Capital Projects Coordinator	$68,660	$62,783	$104,955	$95,134	$85,548	$78,160
Carpenter I	$35,747	$36,259	$49,971	$51,441	$39,598	$40,359
Chief Electrical Inspector	$55,415	$55,624	$80,958	$80,753	$65,766	$63,133
Code Compliance Officer I	$40,096	$40,909	$57,596	$56,142	$48,422	$45,672
Communications Operator	$35,884	$36,592	$52,549	$53,896	$41,122	$44,297
Dispatcher	$33,491	$33,140	$49,757	$49,725	$38,667	$37,295
Engineering Assistant I	$37,254	$34,746	$52,175	$51,933	$47,479	$45,526
Executive Office Associate I (Sr. Admin Asst)	$42,397	$39,408	$60,693	$58,263	$53,510	$50,960
Financial Analyst I	$47,213	$47,008	$66,442	$68,451	$56,355	$57,285
Financial Specialist III	$45,618	$46,067	$64,991	$64,319	$57,103	$58,113
Fire Captain	$63,010	$62,501	$85,209	$86,715	$73,821	$75,545
Fire Lieutenant	$56,941	$57,627	$78,354	$77,419	$69,209	$71,327
Fire Protection Analyst (Fire Inspector)	$48,156	$45,453	$65,784	$66,804	$55,615	$55,149
Firefighter I	$42,882	$42,662	$63,637	$62,988	$48,252	$48,885
Heavy Equipment Operator I	$32,945	$33,029	$46,719	$45,584	$38,332	$39,292
Human Resources Administrator I	$56,268	$54,472	$79,276	$75,073	$62,796	$63,416
Human Resources Technician II	$37,452	$36,412	$53,362	$53,000	$44,877	$43,975
Information Technology Specialist I	$41,696	$43,698	$60,637	$59,904	$48,818	$47,018
Legal Secretary	$36,189	$36,558	$52,653	$49,461	$44,351	$44,986

[1] The mean is the arithmetic average of the data.

[1] The median is the midpoint of the data. For example, one half of the respondents reported salaries above this level; one half reported salaries below it.

[3] This is the updated salary survey that includes additional South Florida jurisdictions as well as information from two California organizations as requested by the CWA Union. The additional jurisdictions are: Broward County, City of Coral Springs, City of Hollywood, City of Key Biscayne, Los Angeles County, and City of San Diego.

Position Title	Minimum Annual Rate Mean[1]	Minimum Annual Rate Median[2]	Maximum Annual Rate Mean	Maximum Annual Rate Median	Adjusted Average Annual Mean	Adjusted Average Annual Median
Lifeguard I	$27,893	$28,762	$39,926	$40,304	$28,001	$29,633
Lifeguard Lieutenant	$43,062	$40,929	$59,224	$58,922	$44,839	$43,842
Mechanic II	$36,707	$38,336	$53,363	$54,043	$45,231	$44,392
Municipal Service Worker I	$27,425	$27,059	$37,767	$37,602	$29,460	$28,440
Office Associate IV	$31,142	$29,736	$44,390	$42,799	$34,782	$33,257
Office Associate V	$34,429	$32,862	$48,969	$47,732	$37,583	$38,967
Permit Clerk I	$30,421	$30,000	$43,982	$43,008	$34,853	$35,235
Police Captain	$78,219	$74,720	$106,836	$107,724	$99,243	$100,591
Police Lieutenant	$71,114	$67,132	$93,857	$92,395	$85,394	$87,744
Police Officer	$44,440	$44,591	$67,345	$65,843	$53,401	$53,929
Police Sergeant	$60,946	$59,093	$81,315	$79,933	$72,648	$73,546
Pool Guard I	$29,681	$25,955	$41,595	$34,592	$26,560	$26,316
Recreation Leader I	$26,039	$26,870	$37,470	$38,896	$31,942	$31,779
Senior Electrical Inspector	$46,370	$43,482	$67,532	$63,257	$55,511	$55,888
Senior Planner	$57,345	$53,553	$83,698	$79,436	$69,189	$67,806
Senior Plumbing Inspector	$46,563	$43,317	$68,751	$64,257	$52,857	$55,235
Senior Systems Analyst	$59,150	$57,848	$88,315	$88,975	$75,200	$74,583
Waste Collector	$28,698	$29,083	$38,865	$41,517	$31,619	$30,291
Water Meter Technician I	$29,898	$29,328	$41,106	$40,086	$34,764	$34,973

	Appendix A-3					
	City of Miami Beach – South Florida					
	Salary Survey Summary					
Position Title	Minimum Annual Rate Mean[1]	Minimum Annual Rate Median[2]	Maximum Annual Rate Mean	Maximum Annual Rate Median	Adjusted Average Annual Mean	Adjusted Average Annual Median
Administrative Aide II	$33,569	$33,863	$55,092	$53,896	$45,253	$45,252
Assistant Fire Chief	$92,810	$82,767	$134,819	$120,338	$96,514	$98,644
Auditor	$42,289	$43,879	$63,890	$66,000	$52,882	$54,818
Battalion Chief	$66,167	$69,351	$99,937	$105,790	$76,960	$76,960
Budget Officer	$55,002	$52,947	$82,817	$79,257	$66,866	$62,223
Capital Projects Coordinator	$71,435	$49,254	$107,784	$67,621	$67,621	$67,621
Carpenter I	$32,151	$31,000	$48,515	$50,379	$33,920	$33,136
Chief Electrical Inspector	$56,515	$56,319	$85,143	$83,514	$64,477	$65,361
Code Compliance Officer I	$36,574	$35,629	$57,612	$55,624	$43,467	$41,204
Communications Operator	$33,428	$34,587	$52,834	$53,948	$39,770	$44,006
Dispatcher	$30,583	$32,098	$49,524	$51,811	$37,260	$37,295
Engineering Assistant I	$35,781	$34,229	$53,810	$52,677	$51,782	$51,933
Executive Office Associate I (Sr. Admin Asst)	$43,301	$42,491	$64,971	$63,107	$60,229	$61,771
Financial Analyst I	$44,528	$43,170	$67,000	$68,645	$56,245	$55,000
Financial Specialist III	$47,033	$47,033	$75,265	$75,265	$64,723	$64,723
Fire Captain	$65,203	$63,633	$93,236	$88,974	$78,254	$75,941
Fire Lieutenant	$58,053	$58,315	$82,586	$78,805	$69,636	$69,613
Fire Protection Analyst (Fire Inspector)	$45,349	$46,794	$66,621	$65,563	$56,089	$56,337
Firefighter I	$44,551	$44,120	$70,233	$68,910	$50,300	$51,122
Heavy Equipment Operator I	$32,595	$30,454	$49,788	$47,519	$41,158	$41,304
Human Resources Administrator I	$51,326	$53,000	$80,808	$80,000	$52,978	$54,472
Human Resources Technician II	$35,820	$34,000	$55,882	$53,000	$44,402	$44,468
Information Technology Specialist I	$43,462	$44,678	$65,067	$61,339	$49,084	$47,018
Legal Secretary	$34,565	$31,000	$55,089	$50,270	$48,020	$44,743
Lifeguard I	$32,102	$31,298	$47,287	$43,386	$31,985	$31,985

[1] The mean is the arithmetic average of the data.

[2] The median is the midpoint of the data. For example, one half of the respondents reported salaries above this level; one half reported salaries below it.

[3] This salary survey summary displays data from south Florida public and private organizations included in Appendix A-2.

Position Title	Minimum Annual Rate Mean[1]	Minimum Annual Rate Median[2]	Maximum Annual Rate Mean	Maximum Annual Rate Median	Adjusted Average Annual Mean	Adjusted Average Annual Median
Lifeguard Lieutenant	$41,751	$41,751	$57,549	$57,549	$52,366	$52,366
Mechanic II	$31,382	$29,330	$57,564	$54,948	$41,994	$40,216
Municipal Service Worker I	$25,109	$24,609	$37,705	$39,541	$28,369	$27,308
Office Associate IV	$32,405	$27,314	$51,996	$43,477	$33,975	$32,896
Office Associate V	$34,207	$33,309	$54,112	$50,496	$41,512	$39,110
Permit Clerk I	$30,256	$30,000	$45,350	$44,316	$38,233	$38,233
Police Captain	$70,050	$70,815	$111,291	$113,377	$97,364	$94,619
Police Lieutenant	$65,314	$64,410	$94,679	$91,964	$82,552	$87,744
Police Officer	$43,293	$44,591	$68,350	$66,876	$54,611	$53,220
Police Sergeant	$57,350	$57,132	$82,736	$79,508	$71,702	$74,961
Pool Guard I	$28,902	$25,135	$41,670	$33,413	$25,903	$25,903
Recreation Leader I	$24,946	$25,903	$39,090	$39,562	$27,508	$25,614
Senior Electrical Inspector	$47,079	$45,348	$81,075	$80,928	$60,543	$60,543
Senior Planner	$52,550	$53,130	$84,471	$81,312	$72,860	$63,675
Senior Plumbing Inspector	$49,545	$47,213	$84,781	$76,952	$58,108	$58,108
Senior Systems Analyst	$56,283	$57,162	$96,757	$95,918	$77,693	$81,538
Waste Collector	$26,371	$29,083	$39,707	$43,430	$30,715	$33,159
Water Meter Technician I	$25,848	$25,848	$41,794	$41,794	$33,683	$33,683

Appendix B
Position/Grade Analysis by Grade
City of Miami Beach Personnel Project

POSITION	GRADE
City Attorney	UNC
City Manager	UNC
Deputy City Manager	30
Assistant City Manager	29
Chief Deputy City Attorney	29
Chief Financial Officer	29
Budget and Performance Improvement Director	27/28
Building Director	27/28
Capital Improvement Projects Director	27/28
City Clerk	27/28
Deputy City Attorney	27/28
Fire Chief	27/28
Human Resources Director	27/28
Parking Director	27/28
Parks and Recreation Director	27/28
Planning Director	27/28
Police Chief	27/28
Public Works Director	27/28
Tourism and Cultural Development Director	27/28
Assistant Fire Chief	26
Assistant Police Chief	26
First Assistant City Attorney	26
Building Official (TC)	25
Code Compliance Director (TC)	25
Fire Division Chief	25
Fire Marshal	25
Information Technology Director (TC)	25
Procurement Director	25
Police Division Major	25
Real Estate, Housing and Community Development Director (TC)	25

POSITION	GRADE
Assistant Director – Building	24
Assistant Director – Capital Improvement Project	24
Assistant Director – Finance	24
Assistant Director – Human Resources (TC)	24
Assistant Director – Parking	24
Assistant Director – Parks and Recreation	24
Assistant Director – Planning	24
Assistant Director – Public Works	24
Bass Museum Director	24
Budget Officer	24
Chief Structural Engineer	24
City Engineer	24
Economic Development Director	24
Fire Battalion Chief	24
Fleet Management Director	24
Internal Auditor	24
Police Captain	24
Property Management Director (TC)	24
Sanitation Director	24
Senior Assistant City Attorney	24
Application Systems Manager	23
Assistant City Attorney II	23
Assistant to the City Manager (TC)	23
Building Operations Manager	23
Chief Accountant	23
Chief of Staff	23
Civil Engineer III	23
Finance Manager	23
Planning and Zoning Manager	23
Preservation and Design Manager	23
Revenue Manager	23
Senior Capital Projects Coordinator	23
Structural Engineer	23
Systems Support Manager	23
Technical Services Manager	23
Treasury Manager (TC)	23
Water and Sewer Superintendent	23
Capital Projects Coordinator	22
Chief Fire Protection Analyst	22
Civil Engineer II	22

POSITION	GRADE
Cultural Affairs Program Manager	22
EMS Coordinator (TC)	22
Film and Event Production Manager	22
Fire Captain	22
Marketing and Tourism Manager (TC)	22
Police Lieutenant (TC)	22
Special Assistant to the City Manager	22
Streets, Lighting and Stormwater Superintendent	22
Asset Manager	21
Assistant City Attorney I	21
Assistant City Clerk	21
Assistant Director – Bass Museum	21
Assistant Director – Property Management	21
Assistant Internal Auditor	21
Civil Engineer I	21
Community Services Director (TC)	21
Database Administrator	21
Development and MBTV Director (TC)	21
Development Coordinator	21
Employee Relations Manager (TC)	21
Financial Analyst III	21
Fire Lieutenant	21
GIS Manager	21
Grants Manager	21
Housing and Community Development Director	21
Labor Relations Manager (TC)	21
Landscape Project Coordinator	21
Organizational Development and Training Specialist	21
Park Facility Manager	21
Parks Superintendent	21
Police Plans and Policies Manager	21
Police Sergeant (TC)	21
Principal Planner	21
Public Information Officer	21
Radio Systems Administrator	21
Redevelopment Coordinator	21
Risk Manager	21
Senior Administrative Manager	21
Senior Business Manager	21
Senior Management Consultant	21

POSITION	GRADE
Senior Network Administrator	21
Senior Systems Administrator	21
Special Projects Administrator	21
Storage Area Network Architect	21
Transportation Manager	21
Urban Forester	21
Water Field Operations Supervisor	21
Assistant Director – Sanitation	20
Capital Projects Administrator	20
Chief Accessibility Inspector	20
Chief Building Code Compliance Officer	20
Chief Building Inspector	20
Chief Electrical Inspector	20
Chief Elevator Inspector	20
Chief Mechanical Inspector	20
Chief Plumbing Inspector	20
Community Outreach Manager (TC)	20
Human Resources Administrator	20
Inspections Services Coordinator	20
Ocean Rescue Division Chief	20
Senior Auditor	20
Senior Code Compliance Administrator	20
Senior Management Analyst	20
Senior Management and Budget Analyst	20
Senior Planner	20
Senior Systems Analyst	20
Business Manager (TC)	19
City Surveyor	19
Community Information Coordinator	19
Construction Manager	19
E-Government Administrator	19
Environmental Resources Manager	19
Field Inspections Supervisor (TC)	19
Financial Analyst II	19
Governmental Compliance Coordinator	19
Management Consultant	19
Project Manager	19
Right of Way Manager	19
Senior Media Specialist	19
Senior Procurement Specialist	19
Senior Telecommunications Specialist	19

POSITION	GRADE
Special Projects Coordinator	19
Systems Administrator	19
Systems Analyst	19
Transportation Coordinator	19
Administrative Services Manager	18
Air Conditioning Supervisor	18
Asset Specialist	18
Building Permit Information Analyst II	18
Code Compliance Administrator	18
Contracts Compliance Specialist	18
Crime Scene Supervisor	18
Curator	18
Development Review Services Coordinator	18
Electrician Supervisor	18
Electronics/Instrument Supervisor	18
Engineering Assistant III	18
Fire Protection Analyst	18
Firefighter II	18
Fleet Analyst	18
Homeless Program Coordinator	18
Housing and Community Development Programs Specialist (TC)	18
Human Resources Specialist	18
Information Technology Specialist II	18
Legal Administrator	18
Maintenance Supervisor	18
Metered Service Supervisor	18
Ocean Rescue Captain (TC)	18
Office Manager (City Attorney)	18
Office Manager (Office of the Mayor and Commission)	18
Park Operations Supervisor	18
Parking Operations Manager	18
Parks and Recreation Administrative Specialist (TC)	18
Planner II	18
Plumbing Supervisor	18
Pumping Operations Supervisor	18
Sanitation Superintendent	18
Senior Building Inspector	18
Senior Electrical Inspector	18
Senior Elevator Inspector	18
Senior Mechanical Inspector	18

POSITION	GRADE
Senior Plumbing Inspector	18
Sewer Field Operations Supervisor	18
Telecommunications Specialist	18
Auditor	17
Building Inspector	17
Building Records Manager	17
Communications Manager	17
Community Resources Coordinator	17
Electrical Inspector	17
Environmental Specialist	17
Field Inspector II	17
Financial Analyst I	17
Fleet Operations Supervisor	17
GIS Analyst	17
Mechanical Inspector	17
Plumbing Inspector	17
Senior Legal Secretary	17
Agenda Coordinator	16
Central Services Coordinator	16
Crime Analyst (TC)	16
Crime Scene Technician II	16
Engineering Assistant II	16
Executive Office Associate II	16
Field Inspector I	16
Film and Print Coordinator (TC)	16
Firefighter I	16
Governmental Compliance Inspector	16
Ice Rink Manager	16
Information Technology Specialist I	16
Information Technology Specialist I WIFI	16
Legal Secretary	16
Lifeguard Lieutenant	16
Management Intern	16
Media Specialist	16
Paint Supervisor	16
Parks and Recreation Analyst	16
Planner I	16
Planning and Zoning Inspector (TC)	16
Police Detective (TC)	16
Police Officer	16
Police Records Manager	16

POSITION	GRADE
Procurement Coordinator	16
Program Coordinator (Youth Empowerment Network)	16
Public Art Coordinator	16
Public Information Specialist	16
Recreation Supervisor I	16
Service Supervisor	16
Special Events Coordinator (TC)	16
Tax Auditor (TC)	16
Visual Communications Specialist (TC)	16
Air Conditioning Mechanic	15
Code Compliance Officer II	15
Communications Supervisor	15
Constituent Aide (TC)	15
Electrician	15
Executive Office Associate I	15
Financial Specialist III	15
Irrigation Systems Supervisor	15
Lead Mechanic	15
Plumber	15
Sanitation Operations Supervisor	15
Sewer Supervisor	15
Street Supervisor	15
Tree Maintenance Supervisor	15
Victim's Advocate	15
Warehouse Supervisor	15
Water Meter Supervisor	15
Water Supervisor	15
911 Communications Records Custodian	14
Assistant Ice Rink Manager	14
Buyer	14
Code Compliance Officer I	14
Community Development Technician	14
Crime Scene Technician I	14
Customer Service Liaison	14
Employment Specialist (TC)	14
Engineering Assistant I	14
Fire Equipment Mechanic	14
Firearms Specialist	14
Grants and Operations Administrator	14
Heavy Equipment Operator II	14

POSITION	GRADE
Human Resources Technician	14
Maintenance Management Coordinator	14
Mechanic III	14
Office Associate V	14
Paralegal	14
Park Supervisor	14
Parking Operations Supervisor	14
Planning Technician	14
Police Officer Trainee	14
Police Photographer	14
Pool Manager (TC)	14
Property and Evidence Technician II	14
Pumping Mechanic	14
Recreation Program Supervisor	14
Registrar	14
Sanitation Coordinator	14
Street Light Technician II	14
Tutoring Supervisor	14
Building Supervisor	13
Carpenter II	13
Dispatcher	13
Detention Officer	13
Dispatcher	13
Mason	13
Account Clerk III	12
Backflow Coordinator	12
Carpenter	12
Case Worker II (TC)	12
Code Violations Clerk	12
Communications Operator	12
Complaint Operator II	12
Field Monitor	12
Financial Specialist II	12
Heavy Equipment Operator I	12
Ice Rink Technician	12
Lifeguard II	12
Mechanic II	12
Meter Analyst	12
Office Associate IV	12
Painter	12
Parking Meter Technician II	12

POSITION	GRADE
Permit Clerk II	12
Police Records Supervisor	12
Press Operator (TC)	12
Property and Evidence Technician I	12
Revenue Processor II	12
Senior Central Services Technician (TC)	12
Sewer Pipefitter	12
Storekeeper III	12
Street Light Technician I	12
Tree Trimmer II	12
Water Pipefitter	12
Account Clerk II	11
Building Services Technician	11
Dispatcher Trainee	11
Municipal Service Worker III	11
Office Associate III	11
Parking Meter Technician I	11
Public Safety Specialist	11
Sign Maker	11
Storekeeper II	11
Account Clerk I	10
Administrative Aide II	10
Assistant Pumping Mechanic	10
Central Services Technician	10
Control Room Operator	10
Customer Service Representative	10
Fleet Service Representative	10
Lifeguard I	10
Parking Dispatcher	10
Permit Clerk I	10
Police Records Technician	10
Recreation Leader II	10
Revenue Processor I	10
Social Work Intern	10
Storekeeper I	10
Tree Trimmer I	10
Water Meter Technician II	10
Administrative Aide I	9
Masonry Helper	9
Parking Enforcement Specialist II	9

POSITION	GRADE
Pool Guard II	9
Receptionist	9
Water Meter Technician I	9
Administrative Clerk II	8
Municipal Service Worker II	8
Pool Guard I	8
Administrative Clerk I	7
Museum Guard	7
Educational Aide	7
Parking Enforcement Specialist I	7
Recreation Leader I	7
Municipal Service Worker I	6
Recreation Assistant (TC)	6
School Guard	5
Municipal Service Worker Trainee	4

Best Practices and Benefits Survey

Introduction

Summary of Findings from Best Practices Survey

Nature of the Sample
Completed surveys were received from 19 organizations including Miami Beach, 53 percent from Florida and 47 percent from other states.[1]

Participant Organizations
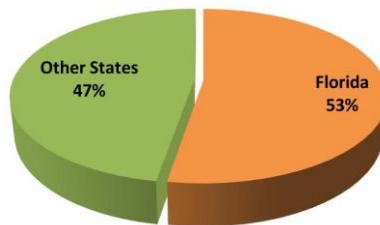
Most respondents were Human Resource Managers (39%) or HR analysts (37%). The remainder was other HR staff (16%) or those occupying non-HR positions (5%).

Respondents' Title
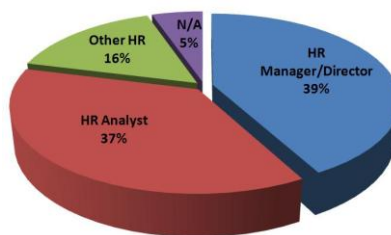
Among the participating jurisdictions, five had FY 2008 operating budgets of $700 million or more, four had budgets in the $300 to $499 million dollar range, and three each had budgets in either the $500 to $699 million dollar range or had budgets of less than $300 million.

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[1] Organizations responding to the survey were the cities of Clearwater, Coral Gables, Ft. Lauderdale, Hollywood, Miami, Miami Beach, Pensacola, St. Petersburg, Charlotte, New Orleans/Department of Civil Service, New York Office of the Mayor/Office of Labor Relations, San Antonio, San Diego, Santa Barbara, Santa Fe, Savannah, Virginia Beach and the University of Miami and the Ryder Corporation. Please note that all responses will not total 19 as some items will not apply to all organizations or some organizations may not have replied to a particular item.

Operating Budget for the 2008 Fiscal Year
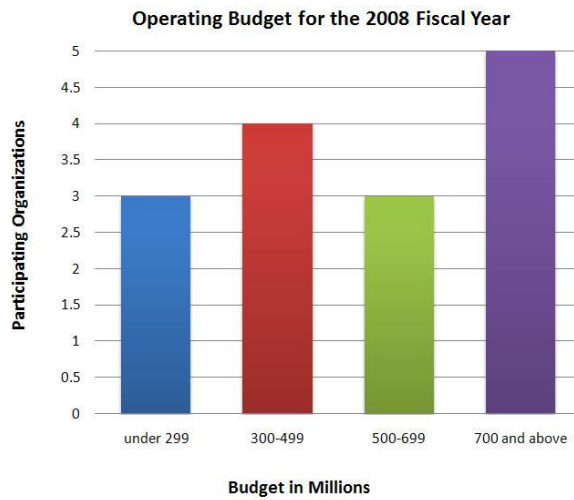
Total payroll costs were fairly evenly distributed across four categories: (i) three were over $301 million, (ii) two were in the $201 to $300 million dollar range, (iii) three were in the $101 to $200 million dollar category, and (iv) three had payroll costs of $100 million or less.

Total Payroll Cost
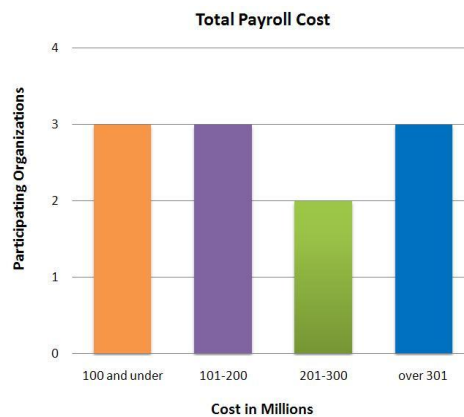
The number of employees in participating organizations ranged from less than 1,000 in one jurisdiction to 11,000 or higher in four jurisdictions. Seven organizations had between 1000 and 2999 employees, two had 3000 to 4,999, three had 5000 to 7,999 workers and one had between 8,000 and 10,999.

Number of Employees at Participating Organizations

Salary and Salary Adjustments

The median salaries in the majority of participating organizations (58%) were at market rate with roughly the same proportion paying either above market rate (16%) or below the market (17%). Market data was not provided by 10 percent of participating jurisdictions.

Participating Organizations' median salaries:

When asked about the budgeted average percent increase per employee for the current year, ten jurisdictions reported a 3.5 percent increase or less and seven had 3.8 percent increase or higher. The extremes ranged from one jurisdiction that reported no increase to another that reported a nine percent increase. Only two organizations changed the percent for the "average actual increase per employee this year" from the previous year: in the first instance the percentage went up from 3% to 5%, in the other it went down marginally from 3% to 2.5%.

**Budgeted Average Percent Increase per Employee for Current Year**
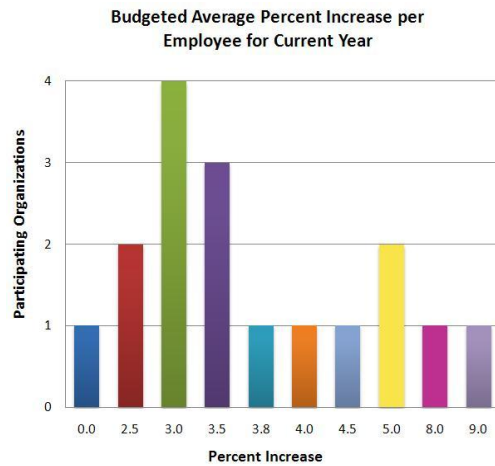
Regarding the issue of salary adjustments, most jurisdictions (68%) offered added incentive pay for specialized certifications and 32% provided longevity bonuses (not added to base salary). This same percentage, 32% offered longevity salary adjustments.
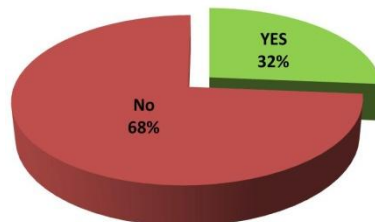
Salary Adjustments: Does your organization provide Added Incentive Pay for Specialized Certifications?

No 32%
Yes 68%
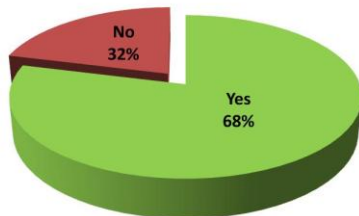
Salary Adjustments: Does your organization provide Longevity Bonus- not added to base salary?
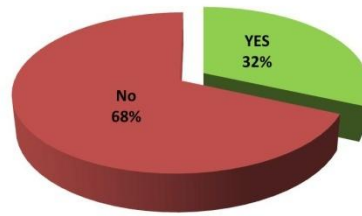
YES 32%
No 68%

Salary Adjustments: Does your organization provide Longevity Salary Adjustment?

YES 32%
No 68%

The responding jurisdictions were evenly split in how they adjusted salary based on COLAs with nine jurisdictions saying that salary increases for COLA is added to base salary that is less than CPI (1 city), equal to CPI (2), greater than CPI (2) or other. Nine cities made adjustments to the minimum and maximum salary ranges for COLAs that is less than CPI (1 city), equal to CPI (2), greater than CPI (3) and other (3). Regarding merit or pay for performance increase, 11 cities added this to individual employee's base salary (average minimum 1.5% and average maximum (4.57%). Five cities report recognition for merit or pay for performance as a one time bonus with an average minimum of zero and average maximum of 1.25 percent. Nine organizations report salary increases based on prescribed steps achieved over defined periods with the average minimum at 2 percent and the average maximum at 4.33%.

In your organization, how does the average employee's salary increase from year to year?

Percent	Count	Method	Less than CPI	Equal to CPI	Greater than CPI	Other
47%	9.0	Salary increase for COLA added to base salary that is ...	1	2	2	4
47%	9.0	Adjustment to the minimum and maximum salary ranges for COLA that is...	1	2	3	3
			Average Minimum		Average Maximum	
58%	11.0	Merit/pay for performance added to individual employee's base salary.	1.50%		4.57%	
26%	5.0	Recognition for merit/pay for performance as a one time bonus.	0.00%		1.25%	
47%	9.0	Salary increases based on prescribed steps achieved over defined periods.	2.00%		4.33%	

Personnel Cost-Reduction Strategies
What are jurisdictions doing to reduce personnel costs? Among the 15 strategies that respondents identified, the most popular strategy was to increase employee group health contributions (58%) followed by enhanced wellness programs (32%). The same proportion of organizations (26%) had audited medical claims, enhanced or added mail order prescription plans and imposed a wage freeze. Four jurisdictions used salary benchmarking, three added employee health education programs and the same number increased group health co-payments, deductibles, co-insurance and lifetime limits, two cities expanded pay for performance and explored self-insurance group health. Five other strategies used by at least one jurisdiction were exploring regional funded benefit consortium/cooperative benefit purchasing, dropping specific group health coverage, reducing bonuses/paid incentives, eliminating automatic COLAs, and eliminating steps in pay plan.

What specific strategies or adjustments has your organization made to reduce personnel costs?

Strategy/Adjustment	Count	Percentage	Strategy/Adjustment	Count	Percentage
Increased employee group health contributions	11	58%	Audited medical claims	5	26%
Explored regional funded benefit consortium/cooperative benefit purchasing	1	5%	Enhanced or added mail order prescription plans	5	26%
Explored self-insuranced group health	2	11%	Expanded pay for performance	2	11%
Dropped specific group health coverage	1	5%	Added employee health education programs	3	16%
Imposed wage freeze	5	26%	Enhanced wellness program	6	32%
Reduced bonuses/paid incentives	1	5%	Used salary benchmarking	4	21%
Eliminated automatic COLA	1	5%	Eliminated steps in pay plan	1	5%
Increased group health co-payments, deductibles, co-insurance and lifetime limits	3	16%	Other Strategies	5	26%

Employee Benefits

When asked about benefit programs as a percent of payroll, respondents identified group health costs ranging between 12.1% and 40% of payroll. Retirement and savings benefits had the next highest percentage overall, but the range is a wider 6.8% to 38% of payroll. Legally mandated benefits ranged from 7.2% to 38%, with five of the six responding jurisdictions citing costs ranging between 7.2% and 20% of payroll. Other programs amounted to less than 5% of payroll costs for most organizations with one reporting 38% of payroll.

**Benefit Programs as a Percent of Payroll**
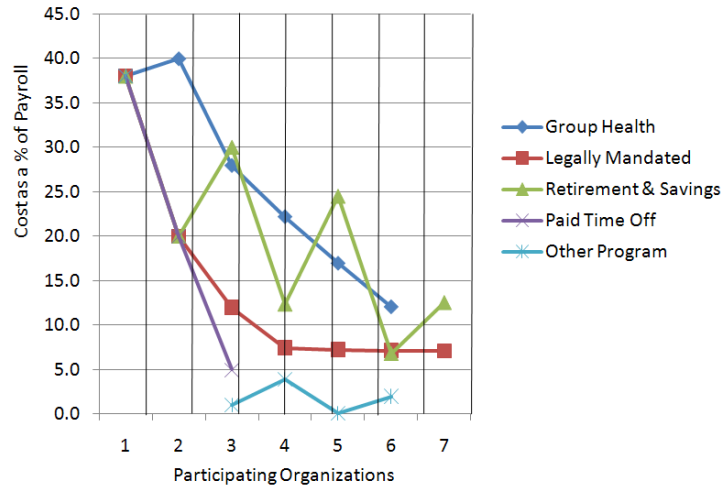
Miami Beach and Florida Compared to Other Participating Organizations

One of the areas that set Miami Beach apart from study participants with similar total number of employees and total payroll costs was the number of days of employment required before qualifying for group health benefits. While Miami Beach requires 90 days to qualify, six comparable jurisdictions required 30 days or fewer.

Miami Beach Requires the Most Days of Employment Before Qualifying for Group Health Benefits
when Compared to Participants with similar total number of employees and total payroll cost
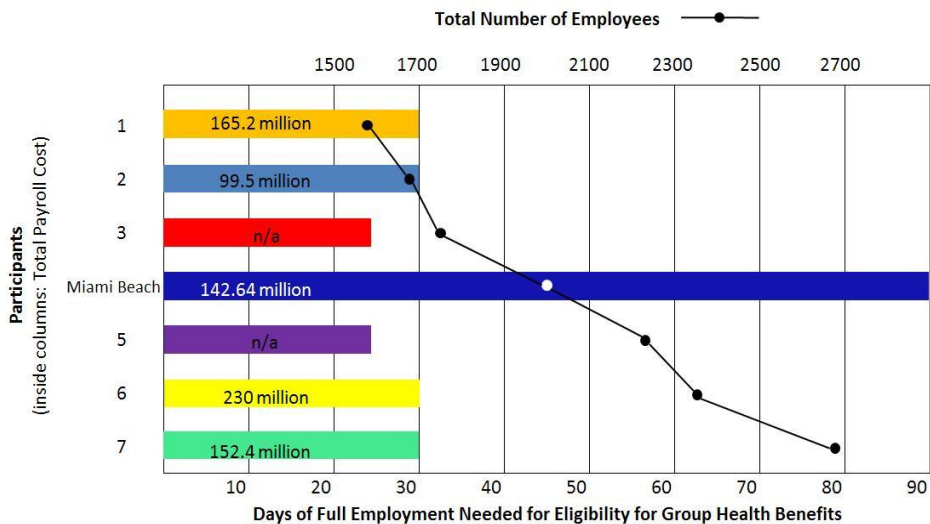
When Miami Beach's overtime for police, fire and other employees is compared to five other reporting organizations, Miami Beach generally has a lower percentage of payroll devoted to overtime. Compared to Miami Beach, three of the five jurisdictions have a higher percentage for police; four of the five jurisdictions have a higher percentage for fire; and one of the five jurisdictions has a higher percentage than "other" (non police/fire) represents.

**Comparison Between 5 Participants and Miami Beach in Payroll, Budget and Number of Employees**
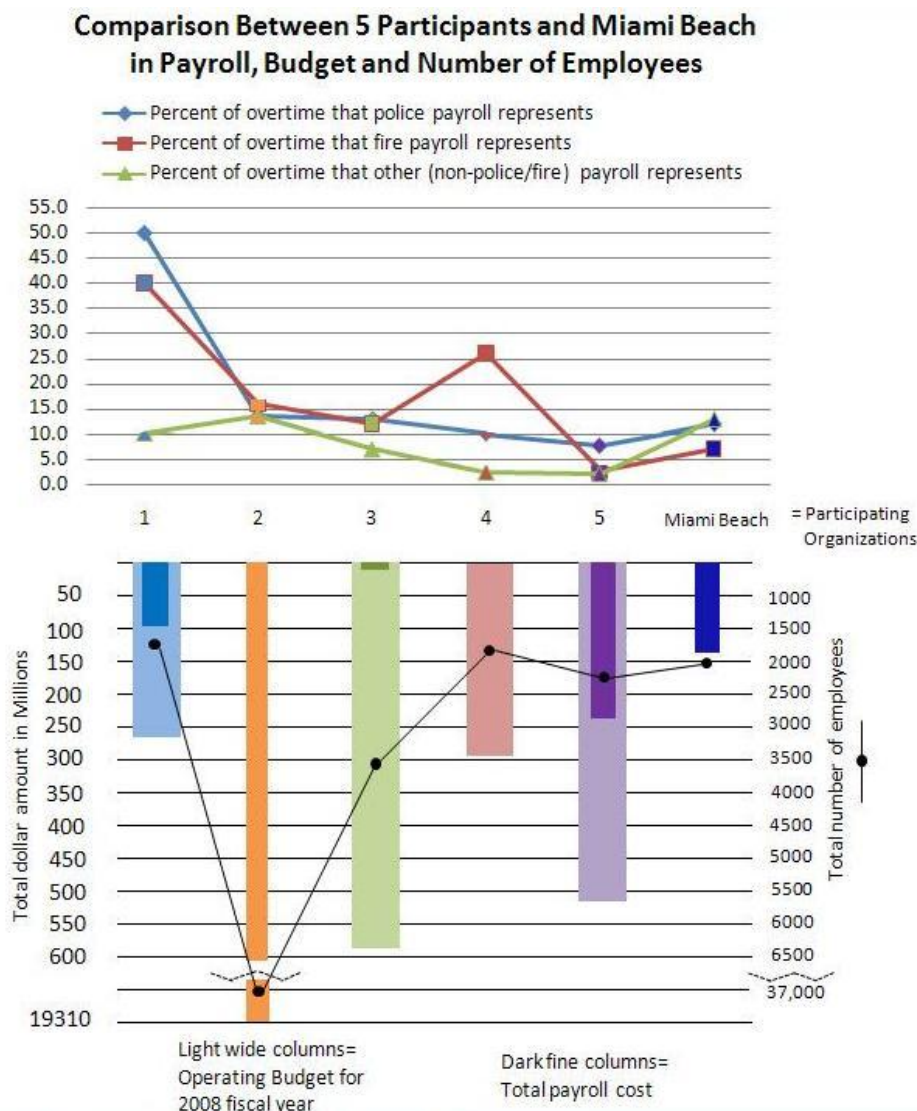
There are some benefits that are provided by participating organizations in Florida more frequently than in other states. Among these are overtime eligibility for defined contribution pension plans (6 versus 2 or 60% versus 22%), dependent life insurance paid in full by the employee (7 versus 3 or 70% versus 33%), short-term disability paid in full by the employee (4 versus 1 or 40% versus 11%) and long-term disability paid in full by the employee (4 versus 1 or 40% versus 11%). Miami Beach is 1 of 5 organizations, out of 10 in Florida, offering Point of Service medical plan compared to only one participating organization offering this benefit from out of state (50% versus 11%).

Benefits Provided by Participating Organizations in Florida More Commonly Than in Other States

| Benefit Provided	Florida	Other States
Medical Plan: Point of Service Plan (POS)	5*	1
Overtime is eligible for Defined Contribution pension plan	6	2
Dependent Life Insurance Paid in Full by the Employee	7	3
Short-Term Disability Paid in Full by Employee	4	1
Long-Term Disability Paid in Full by Employee	4	1

* Including Miami Beach

Floridian Organizations Offer Point of Service (POS)
Medical Plan More Than Other States

Florida*

No 50%
Yes 50%

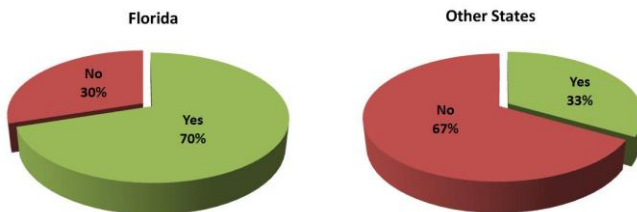Other States

Yes 11%
No 89%
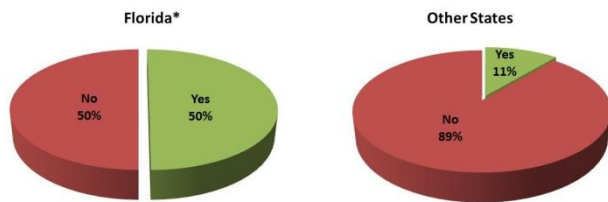
* Including Miami Beach

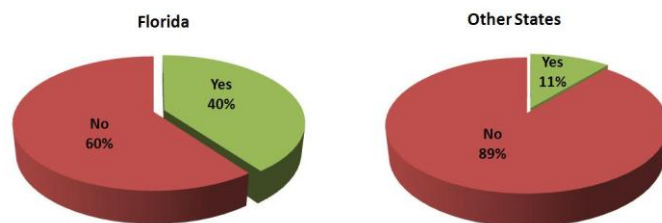**Floridian Organizations Offer Overtime Eligibility for Defined**
**Contribution Pension Plan More Than Other States**

Florida

No 40%
Yes 60%

Other States

Yes 22%
No 78%
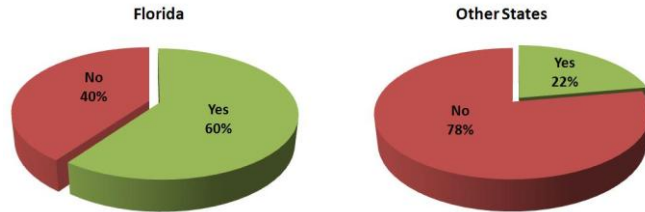
Floridian Organizations Offer Dependent Life Insurance
Paid in Full by the Employee More Than Other States

Florida

No 30%
Yes 70%

Other States

No 67%
Yes 33%

Floridian Organizations Offer Short-Term Disability Paid
in Full by the Employee More Than Other States

Florida

No 60%
Yes 40%

Other States

Yes 11%
No 89%

**Floridian Organizations Offer Long-Term Disability Paid
in Full by the Employee More Than Other States**

Florida

Yes
40%

No
60%

Other States

Yes
11%

No
89%
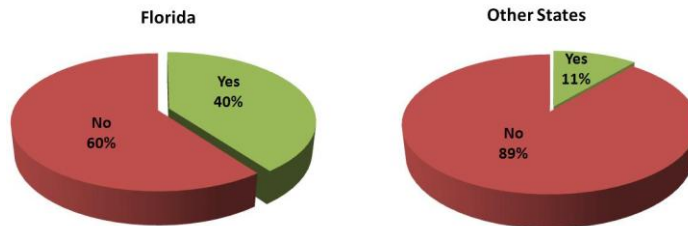
Miami Beach stands apart from other participating organizations (with a similar total number of employees) on some other matters: (i) Miami Beach is the only participating organization to provide a longevity salary adjustment.

**Miami Beach is the Only Participating Organization to Provide
Longevity Salary Adjustment**

(when compared to participants with similar total number of employees)

Participating Organization	Total Number of Employees	Organization Provides Longevity Salary Adjustment
1	1747	No
2	2241	No
3	2350	No
Miami Beach	2004	Yes
4	3538	No

(ii) Miami Beach has the least number of coverage tiers (with 2) example is (1) Employee only and (2) Employee plus family, compared to eight other organization with 3 or 4 tiers; example (1) Employee only, (2) Employee plus spouse, (3) Employee plus children, (4) Employee plus family. The City of Miami Beach may wish to consider expanding the number of coverage tiers to three or four.

Miami Beach has the Least Number of Coverage Tiers

(when compared to participants with similar total number of employees
and total payroll cost)

Participating Organization	Total Number of Employees	Total Payroll Cost (millions)	Coverage Tiers
1	990	61.0	4
2	1581	165.2	3
3	1691	99.5	3
4	1747	n/a	3
Miami Beach	2004	142.64	2
5	2241	n/a	3
6	2350	230.0	4
7	2670	152.4	3
8	3538	3.0	3

(iii) Miami Beach is one of two out of 17 organizations that provide the Supplemental Retirement Program (Roth IRA),

Miami Beach is One of Two Participating Organizations that provide the Supplemental Retirement Program: Roth IRA

Participating Organization	Total Number of Employees	Total Payroll Cost (millions)	Roth IRA
1	990	61	No
2	1,581	165.2	No
3	1,691	99.5	Yes
4	1,747	n/a	No
Miami Beach	2,004	142.64	Yes
5	2,241	n/a	No
6	2,670	152.4	No
7	3,538	3	No
8	5,233	n/a	No
9	6669	n/a	No
10	7,131	n/a	No
11	10,857	815.7	No
12	11,154	n/a	No
13	14,228	n/a	No
14	21,000	1166.6	No
15	365,739	19,309.30	No
16	n/a	n/a	No

and (iv) Miami Beach has the highest percentage of employees participating in a Supplemental Retirement Program (87%) compared to six other comparable organizations that range from 17% percent to 50%.

Miami Beach has the Highest Percentage of Employees Participating in a Supplemental Retirement Program

Participating Organization	Total Number of Employees	Total Payroll Cost (millions)	Percentage of Eligible Employees Participating
1	1,691	99.5	30%
2	1,747	n/a	17%
Miami Beach	2,004	142.64	87%
3	2,241	n/a	33%
4	10,857	815.7	50%
5	21,000	1166.6	30%
6	365,739	19309.3	50%

Miami Beach's retirement benefits appear to be in line with its peer organizations.

Does your organization contribute to Social Security?

Answer	Participating Organizations
Yes	13
No	3
No Answer	2
No	Miami Beach

Does your organization provide employees with any of the following?

Answer	Participating Organizations
Defined Benefit Plan (DB)	9
Defined Contribution Plan (DC)	0
Both DB & DC	5
No Answer	4
Defined Benefit Plan (DB)	Miami Beach

What components of the employee's earnings are eligible for your DC pension plan?

Answer	Participating Organizations
Base salary	10
Overtime	8
Incentive pay	6
One time bonus pay	4
Annual bonus pay	3
Other	3
No Answer	6
Base salary	Miami Beach

Does your organization provide any supplemental retirement programs?

Answer	Participating Organizations
Yes	14
No	1
No Answer	3
Yes	Miami Beach

If yes, please indicate the type(s) of supplemental plans provided.

401K	4
457 defined contribution	11
Roth IRA	1
Other	7
No Answer	2
Roth IRA & 457 defined contribution	Miami Beach

What percentage of eligible employees are participating in a supplemental retirement program?

Answer	Participating Organizations
17%	1
30%	2
33%	1
50%	2
No Answer	12
87%	Miami Beach

Does your organization's pension plan have a Deferred Retirement Option Plan (DROP) provision?

Answer	Participating Organizations
Yes	8
No	6
No Answer	4
No	Miami Beach

Does your organization's pension plan have an early retirement provision?

Answer	Participating Organizations
Yes	7
No	4
No Answer	7
Yes	Miami Beach

Miami Beach offers a competitive leave program that is comparable to its peer organizations. The City is slightly more generous in its use of "floating" holidays and its paid employees' birthday leave. Conversely, the City does not offer a "sick leave bank" allowing employees to donate unused sick time for use by other employees; such a "sick leave bank" appears to be common practice among the organizations surveyed.

How many days must an employee work before they are eligible for paid time off? (sick time, vacation time)

Answer (days)	Participating Organizations
0	4
1	3
10	1
14	1
30	1
60	1
90	1
180	2
No Answer	3
130 - 360	Miami Beach

Does your organization offer a Paid Time Off (PTO) program where the employee is provided a pool of annual leave, vacation time, sick time and/or personal time in which they use the time at their own discretion (without disclosing the reason)?

Answer	Participating Organizations
Yes	3
No	16
No Answer	0
No	Miami Beach

Annual Paid Holidays

Answer	Participating Organizations
8	1
9	4
9.5	1
10	4
11	3
12	1
13	2
14	1
No Answer	1
10	Miami Beach

Employee's Birthday (paid holiday)

Answer	Participating Organizations
0	8
1	1
No Answer	9
1	Miami Beach

Floating Holidays (for use at the employee's discretion)

Answer	Participating Organizations
0	2
1	4
2	4
3	1
4	1
5	1
No Answer	5
3	Miami Beach

What is your organization's rate of pay for working on a Holiday?

Answer	Participating Organizations
1.5	11
2.0	1
Other	3
No Answer	3
1.5	Miami Beach

90% of participating organizations', including Miami Beach, paid time off policy can be carried over year to year if unused
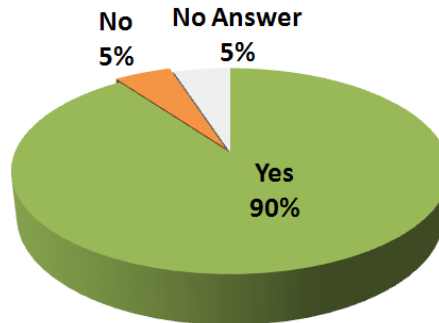
No 5%   No Answer 5%

Yes 90%

Does your organization's paid time off policy provide for carry-over of unused days from year to year?

Answer	Participating Organizations
Yes	17
No	1
No Answer	1
Yes	Miami Beach

If yes, what is the maximum number of hours that can be carried over annually?

Vacation Hours	Participating Organizations	Sick Hours	Participating Organizations	Floating Holiday	Participating Organizations	PTO Hours	Participating Organizations
240	1	1560	1	0	2	350	1
320	1	2080	1	No Answer	16	No Answer	17
400	2	no maximum	4	No Answer	Miami Beach	No Answer	Miami Beach
500	1	No Answer	12				
640	1	2088	Miami Beach				
no maximum	1						
No Answer	11						
attachment does not answer this question	Miami Beach						

60

Can employees be paid for unused paid time off?

Answer	Participating Organizations
Yes	9
No	6
No Answer	3
No Answer	Miami Beach

If yes, what is the maximum number of hours an employee can be paid?

Vacation Hours	Participating Organizations	Sick Hours	Participating Organizations	Floating Holiday	Participating Organizations	PTO Hours	Participating Organizations
15	1	96	1	10	1	125	1
80	1	No Answer	17	No Answer	17	780	1
200	1	50	Miami Beach	0	Miami Beach	No Answer	16
No Answer	15					0	Miami Beach
0	Miami Beach						

Does your organization have a "sick leave bank" allowing employees to donate unused sick time for use by other employees who have exhausted their paid time off?

Answer	Participating Organizations
Yes	12
No	4
No Answer	2
No	Miami Beach

If yes, what is the minimum number of hours an employee must maintain of sick, vacation, annual or compensatory time?

Answer (hours)	Participating Organizations
0	1
16	1
40	1
160	1
240	1
500	1
no minimum	1
No Answer	11
N/A	Miami Beach

What is the maximum number of hours an employee can deposit into the "sick leave bank" in any one year?

Answer (hours)	Participating Organizations
8	1
32	1
40	1
84	1
no maximum	1
No Answer	13
N/A	Miami Beach

What is the maximum number of hours an employee can withdrawl from the "sick leave bank" in any one year?

Answer (hours)	Participating Organizations
80	1
84	1
240	1
1440	1
2400	1
No Answer	13
N/A	Miami Beach

Best Practice Survey

Survey Instrument

City of Miami Beach
Personnel Cost Containment Benchmark Survey

<div style="background:#666;color:white;">Your Organization and You</div>

Please provide the following background information for your organization. This will allow your organization to be identified as a participant in the survey, identify a source at your organization for clarification of survey responses and assign your organization to the appropriate data group for analysis.

Name of Organization:_____

Address:_____City:_____State:_____Zip:_____

Questionnaire completed by: (Name)_____Your Position/Title:_____

Number of years with organization:____ Telephone:_____Fax:_____Email:_____

1. What specific strategies or adjustments has your organization made to reduce personnel costs?
   (Please check all that apply)

   ☐ Increased employee group health contributions
   ☐ Explored regional funded benefit consortium/cooperative benefit purchasing
   ☐ Reduced group health coverage levels
   ☐ Increased part-time employment
   ☐ Explored self-insured group health
   ☐ Dropped specific group health coverage
   ☐ Service regionalization
   ☐ Reduced life insurance volume
   ☐ Imposed wage freeze
   ☐ Reduced bonuses/paid incentives
   ☐ Eliminated automatic COLA

   ☐ Increased group health co-payments, deductibles, co-insurance and lifetime limits
   ☐ Offered a High Deductible Medical Plan with a Healthcare Savings Account
   ☐ Audited medical claims
   ☐ Enhanced or added mail order prescription plans
   ☐ Expanded pay for performance
   ☐ Added employee health education programs
   ☐ Enhanced wellness program
   ☐ Changed salary/bonus mix
   ☐ Used salary benchmarking
   ☐ Eliminated steps in pay plan
   ☐ Other strategies, please describe_____
   _____

2. How many employees are in your organization?   _____ Full–time   _____ Part-time   _____Temporary

3. What percent of your employees are unionized?   _____ % Full–time   _____ % Part-time

4. What is the total dollar amount of your operating budget for the 2008 fiscal year? $_____

5. What is your total payroll cost, i.e., all wages, overtime, special payments,
   bonuses, FICA, MICA, Medicare, workers compensation, unemployment
   compensation, and other payments directly related to the workforce? $_____

6. Please describe the most effective strategy you have utilized to contain or control your overall costs associated with pay and benefits:

7. What strategies are you planning on implementing within the next year to help your organization reduce group health costs?

Salaries

8. Are your organization's median salaries:
☐ Below market rates ☐ At market rates ☐ Above market rates

If your organization's median salaries are above market rates, what is your organization's policy to set salary ranges above market rates?
☐ 5% ☐ 10% ☐ 15% ☐ 20% ☐ Higher- please indicate percentage above median_____%

9. What is your budgeted average percent increase per employee for the current year? _____%

10. What was your average actual increase per employee for this year? _____%

Salary Adjustments

11. In your organization, how does the average employee's salary increase from year to year?

	Less than CPI	Equal to CPI	Greater than CPI
☐ Salary increase for Cost of Living Adjustment (COLA) added to base salary that is………...	☐	☐	☐
☐ Adjustment to the minimum and maximum salary ranges for COLA that is…………………	☐	☐	☐
☐ Merit/pay for performance added to individual employee's base salary. Please indicate percentage increase………..	Minimum_____		Maximum_____
☐ Recognition for merit/pay for performance as a one time bonus. Please indicate percentage increase………..	Minimum_____		Maximum_____
☐ Salary increases based on prescribed steps achieved over defined periods. Please indicate percentage increase………..	Minimum_____		Maximum_____

12. Does your organization provide any of the following? ☐ Added incentive pay for specialized certifications
☐ Longevity bonus – not added to base salary ☐ Longevity salary adjustment

13. What percent of your police payroll does overtime represent? _____%

14. What percent of your fire payroll does overtime represent? _____%

15. What percent of your other (non-police/fire) payroll does overtime represent? _____%

16. Please provide your organization's cost of benefits programs as a percent of payroll for the following:

Benefit Program:	Cost as a % of Payroll
Group Health (medical, dental, vision, life, disability, etc.)……..	%
Legally mandated (FICA, MICA, Medicare, worker's compensation, etc.)….	%
Retirement and savings (401(k), pension, etc.)……………………	%
Paid time off (vacation, sick, personal, holidays, etc.)…………..	%
Other (tuition reimbursement, professional organizations, etc.)…	%

Group Health Plan

17. Please identify the medical plans provided to employees: (check all that apply)
    ☐ HMO   ☐ Consumerism Plans
    ☐ PPO   ☐ Indemnity
    ☐ POS   ☐ Other, please describe_____

18. Do you currently self-insure or fully-insure your group medical plan?
    ☐ Self-insured   ☐ Fully-insured

19. How does your organization pay for medical benefits?
    ☐ Fully paid by employer   ☐ Paid in full by employee
    ☐ Share cost with employee   ☐ Other, please describe_____
    ☐ Fully pay employee coverage; dependents fully
       paid by employee

20. How many coverage tiers do you have under your plan?
    (i.e., employee only, employee +1, and family would be three)   _____tiers

21. What are they, please check all that apply.
    ☐ Employee only   ☐ Employee + 2 dependents
    ☐ Employee + 1 dependent (spouse or child)   ☐ Employee + children
    ☐ Employee + child   ☐ Employee + family
    ☐ Employee + spouse   ☐ Other, please describe_____

22. What is your anticipated group health increase for the next plan year? _____%

23. At your organization, eligibility for Group Health Benefits begins after _____ days of full-time employment.

Your Medical Plan

	Cafeteria Plan	State Mandated Plan	Voluntary	Pre-tax; Section 125
24. How are your group medical benefits structured in your organization? (Please check all that apply)	☐	☐	☐	☐
25. How are your group dental benefits structured in your organization? (Please check all that apply)	☐	☐	☐	☐

26. Are incentives given to your employees that opt out of the medical plan?   ☐ Yes   ☐ No

Retirement Program

27. Does your organization contribute to Social Security?   ☐ Yes   ☐ No

28. Does your organization provide employees with any of the following?

    ☐ Defined Benefit Plan (DB)   ☐ Defined Contribution Plan (DC)   ☐ Both DB & DC combined

If it does, please indicate the employer and employee contribution percentage:

Type of Plan	Employer Contribution Percentage	Employee Contribution Percentage
Defined Benefit (DB)............		
Defined Contribution (DC)....		

29. What components of the employee's earnings are eligible for your DC pension plan?

☐ Base salary   ☐ Overtime   ☐ Incentive pay   ☐ One time bonus pay
☐ Annual bonus pay   ☐ Other, please specify_____

30. Does your organization provide any supplemental retirement programs?   ☐ Yes   ☐ No
If yes, please indicate the type(s) of supplemental plans provided.
☐ 401(k)   ☐ 457 defined contribution   ☐ Roth IRA   ☐ Other, please specify_____

31. What percentage of eligible employees are participating in a supplemental retirement program? _____%

32. Does your organization's pension plan have a
Deferred Retirement Option Plan (DROP) provision?   ☐ Yes   ☐ No
If yes, please indicate the employee groups eligible and the length of the DROP:_____

33. Does your organization's pension plan have an early retirement provision? ☐ Yes   ☐ No
If yes, please indicate your organizations early retirement provision: _____

Life Insurance and Other Benefits

Does your organization offer any of the following benefits? Please check all that apply:

		Paid in full by the employee	Share cost with employee	Paid in full by the employer (if available please indicate percent of monthly cost paid by employer)	
34.	☐ Basic Life Insurance	☐	☐	☐	____ %
35.	☐ Supplemental Employee Life Insurance	☐	☐	☐	____ %
36.	☐ Dependent Life Insurance	☐	☐	☐	____ %
37.	☐ Employee Accidental Death and Dismemberment Insurance	☐	☐	☐	____ %
38.	☐ Dependent Accidental Death and Dismemberment Insurance	☐	☐	☐	____ %
39.	☐ Short-Term Disability - Salary replacement for the first 26 weeks of a non-work related illness or injury.	☐	☐	☐	____ %
40.	☐ Long-Term Disability - Salary replacement for employees deemed unable to work due to an illness or injury.	☐	☐	☐	____ %

Paid Time Off Programs

Paid Time Off

41. How many days must an employee work before they
are eligible for paid time off? (sick time, vacation time)_____ Days

42. Does your organization offer a Paid Time Off (PTO) program where the employee is provided a pool of annual leave, vacation time, sick time and or personal time in which they use the time at their own discretion (without disclosing the reason)?   ☐ Yes   ☐ No

If checked *Yes*, please complete the last column of the following chart only.
If checked *No*, please complete the chart for the programs your organization offers.

Vacation	Sick Leave	Personal Time	PTO Program (includes vacation, sick and personal time)
_____days per year after _____years of service	_____days per year after _____years of service	_____days per year after _____years of service	_____days per year after _____years of service
_____days per year after _____years of service	_____days per year after _____years of service	_____days per year after _____years of service	_____days per year after _____years of service
_____days per year after _____years of service	_____days per year after _____years of service	_____days per year after _____years of service	_____days per year after _____years of service
_____days per year after _____years of service	_____days per year after _____years of service	_____days per year after _____years of service	_____days per year after _____years of service

Holidays   (Please fill in the number of paid holidays provided by your organization)

43. Annual Paid Holidays_____   44. Employee Birthday_____

45. Floating Holidays (for use at the employee's discretion)_____

46. What is your organization's rate of pay for working on a Holiday?
☐ 1.5 times base salary   ☐ 2.0 times base salary   ☐ Other_____

Paid Time off Policy

47. Does your organization's paid time off policy provide for carry-over of unused days from year to year?
☐ Yes   ☐ No
If yes, what is the maximum number of hours that can be carried over annually?
Vacation Hours_____   Sick Hours_____   Floating Holiday_____   PTO Hours_____

48. Can employees be paid for unused paid time off?   ☐ Yes   ☐ No
If yes, what is the maximum number of hours an employee can be paid?
Vacation Hours_____   Sick Hours_____   Floating Holiday_____   PTO Hours_____

49. Does your organization have a "sick leave bank" allowing employees to donate unused sick time
for use by other employees who have exhausted their paid time off?   ☐ Yes   ☐ No
If yes, what is the minimum number of hours an employee
must maintain of sick, vacation, annual or compensatory time?   _____hours

50. What is the maximum number of hours an employee
can deposit into the "sick leave bank" in any one year?   _____hours

51. What is the maximum number of hours an employee can
withdrawal from the "sick leave bank" in any one year?   _____hours
_____

If you have any additional comments regarding this survey, please feel free to include them on a separate sheet.
We realize your time is valuable and appreciate your participation. Once all surveys have been received and the results
tabulated, a copy of the results, excluding any identifying information, will be forwarded to your attention.

THANK YOU FOR YOUR TIME AND PARTICIPATION!

Appendix E
Position Description Questionnaire

Job Classification and Compensation Survey

Identifying Information

NAME OF ORGANIZATION ___City of Miami Beach_____ **DATE** _____

EMPLOYEE NAME _____
(as it appears on your paycheck)

POSITION TITLE _____

DEPARTMENT _____

SUPERVISOR'S NAME _____

SUPERVISOR'S TITLE _____

EMPLOYEE'S LENGTH OF SERVICE IN THIS POSITION   Y ____   **M** ____

EMPLOYEE'S LENGTH OF SERVICE IN THE ORGANIZATION   Y ____   **M** ____

EMPLOYEE'S CURRENT GRADE ____ **STEP** ____ **ANNUAL SALARY $**_____

POSITION DESCRIPTION QUESTIONNAIRE

The purpose of this form is to aid you in describing your present position in terms of the duties, responsibilities and qualifications required. This form will not be used to evaluate your work performance or your qualifications.

The job evaluation plan will provide a factual, objective basis for uniform and equitable pay relationships. It will also provide basic information for the selection and promotion of employees. Therefore, it is essential that accurate information be obtained about the duties and responsibilities of each position.

PART I--TO THE EMPLOYEE

You are the best person to provide the information about your job. You know the exact tasks you perform and your responsibilities. Therefore, you are asked to fill in this position description questionnaire. You should answer every question. If the space provided for any particular item is not sufficient, please attach another sheet. (Be sure to show the number of any question answered on the sheet attached.)

You know the exact duties you perform and the responsibilities of YOUR POSITION. DO NOT COPY OTHER EMPLOYEES' ANSWERS, EVEN IF THEIR JOBS ARE SIMILAR TO YOURS. WE WANT YOUR OWN STATEMENT OF YOUR RESPONSIBILITIES AND DUTIES IN YOUR JOB.

You may ask your immediate supervisor to explain questions you do not understand, but use your own words in answering all questions.

After the questionnaires have been analyzed and preliminary job descriptions developed, an interview will be scheduled with you to be certain that the job description accurately reflects your position.

1.   **MAJOR DUTIES**

The "Major Duties" section of the job description answers the question, "What does the employee do in the position?" It should briefly describe the major duties performed in plain language.

Duties are best described by using active verbs, for example:

o   <u>Balances</u> cash in register against the total or register tape, locating and correcting errors.

o   <u>Types</u> memoranda, letters and reports in final form from handwritten notes.

o   <u>Develops</u> plans, specifications and estimates for urban expressways with separated intersections, dividing strips, weaving lanes and ramps.

If it is necessary to describe incidental or occasional duties, then explain how often they occur, for example: once a month, in emergencies, and so forth.

Please follow the directions below to describe your major duties.

a. **List the major duties that you perform. NUMBER EACH DUTY. The duty that you consider most important should be listed first, followed by lower priority duties, until the least important duty is described. Describe the duties specifically so that they will be clear to someone who is not familiar with your work. Give examples where appropriate.**

b. **Estimate the percentage of time that you spend on each duty. Although this may be difficult, you are better able to do it than anyone else.**

c. **If you perform duties of a supervisory nature, describe those duties specifically and in detail.**

Major Duties

Order of Importance	Work Performed	% of Time

Major Duties (continued)

Order of Importance	Work Performed	% of Time

2.   **Which duty or duties do you think are most responsible? (list the numbers)**

3.   **a.**   **Which duty or duties do you think are most difficult? (list the numbers)**

      b.   **What makes these duties difficult?**

4.   **KNOWLEDGE REQUIRED BY THE POSITION**

      a.   **List the basic knowledges and skills that are required to perform the duties listed in Item 1, for example: knowledge of accounting, skill in operating a typewriter accurately, skill in operating a front-end loader, etc.**

DUTY NUMBER	KNOWLEDGES AND SKILLS

b. List all of the specialized tools, equipment and machines you use while performing your work.

c. What licenses or certificates are required to perform your work?

d. What kind of experience or special training is needed to perform your work?

5. SUPERVISORY CONTROLS

a. List the numbers of the duties (from Item 1) that you do repeatedly without receiving new instructions from your supervisor. These instructions will be referred to as <u>standing or continuing instructions</u>.

What is the nature of the standing or continuing instructions you have been given regarding these tasks? (check one)

_____ The instructions are detailed, specific and cover all aspects of the work.
_____ The instructions are somewhat general; many aspects of the work are covered specifically, but I must also use some judgment.
_____ The instructions are general, requiring me to use judgment.
_____ The instructions are very general, requiring me to use much judgment.
_____ The instructions are in terms of goals and objectives.
_____ Other (describe fully) _____

b. List the numbers of the duties (from Item 1) for which you do **not** have standing or continuing instructions.

What is the nature of the standing or continuing instructions you have been given regarding these tasks?   (check one)

_____ The instructions are detailed, specific and cover all aspects of the work.
_____ The instructions are somewhat general; many aspects of the work are covered specifically, but I must also use some judgment.
_____ The instructions are general, requiring me to use judgment.
_____ The instructions are very general, requiring me to use much judgment.
_____ The instructions are in terms of goals and objectives.
_____ Other (describe fully) _____

c. How does your immediate supervisor review your work? (check all that apply)

_____ My supervisor reviews most or all of my work while I am doing it.
_____ My supervisor spot-checks my work as I am doing it.
_____ My supervisor reviews most or all of my completed work.
_____ My supervisor spot-checks my completed work.
_____ My supervisor does not review my work.
_____ Other (describe fully) _____

d. When your supervisor reviews your work, what is the purpose of the review? (check all that apply)

_____ My compliance with detailed and specific instructions.
_____ My compliance with established procedures.
_____ The accuracy of my work.
_____ The nature and propriety of the final results of my work.
_____ Other (describe fully) _____

6. GUIDELINES

a. What written guidelines or procedures (e.g., laws, building codes, rules and regulations) do you use in your work?

      b.   **Do the guidelines you use in your work require interpretation or are they clear and specific?**

      c.   **Do you ever have to determine which guideline to apply in a specific situation? ___ If so, when? Please give an example.**

7.   COMPLEXITY

      a.   **Describe what makes your work routine, complicated, unusual or difficult to perform. What obstacles are there in the work itself that make it difficult to accomplish?**

8.   SCOPE AND EFFECT

      a.   **What is the purpose of your assignment?**

      b.   **What is the effect of the work you produce within your department?**

      c.   **What impact does your work have beyond your immediate department?**

d. How does your work affect outside organizations?

e. What is the effect of errors you may make within your department? Within other departments?

f. Does your work affect the reliability, accuracy or dependability of other work processes? If so, how?

9. PERSONAL CONTACTS

Describe the occupations of people with whom you deal in carrying out your work (e.g., co-workers, workers in related support units, recipients of direct services, members of the general public, or representatives of other organizations). Do not include contacts with your supervisor since supervisory contacts are described under previous questions.

10. PURPOSE OF CONTACTS

Describe the purpose of the above contacts, for example: to give or exchange information; to resolve problems; to provide services; to motivate, influence, or interrogate persons; or to justify, defend, negotiate or settle matters, etc.

11. PHYSICAL DEMANDS

Describe the physical demands of your job by checking as many of the following that apply.

_____ Typically sitting at a desk or table
_____ Intermittently sitting, standing or stooping
_____ Typically standing or walking
_____ Typically bending, crouching or stooping
_____ Occasionally lifting light objects (less than 24 pounds)
_____ Frequently lifting light objects (less than 24 pounds)
_____ Occasionally lifting heavy objects (25 or more pounds)
_____ Frequently lifting heavy objects (25 or more pounds)
_____ Climbing ladders
_____ Using tools or equipment requiring a high degree of dexterity
_____ Distinguishing between shades of color
_____ Other (describe fully) _____

12. WORK ENVIRONMENT

Describe the normal or usual conditions where your work is performed by checking as many of the following that apply.

_____ Work is performed in an office, library or computer room.
_____ Work is performed in a stockroom or warehouse.
_____ Work is performed in a very noisy place.
_____ Work exposes me to much dust, dirt, grease, etc.
_____ Work exposes me to machinery with moving parts.
_____ Work exposes me to contagious or infectious diseases, or irritating chemicals.
_____ Work is performed outdoors and occasionally in cold or inclement weather.
_____ Work requires use of protective devices such as masks, goggles, gloves, etc.
_____ Other (describe fully) _____

13. SUPERVISORY AND MANAGEMENT RESPONSIBILITY

List the name and titles of all employees who work under your supervision.

14. **Provide any additional information about your position that you consider to be important, but which has not been previously mentioned.**

PART II--TO THE IMMEDIATE SUPERVISOR

Review this employee's questionnaire carefully to see that it is accurate and complete. Then fill out Items 15 through 18. Do not fill in these items unless you supervise the employee directly. <u>If you direct this employee through a subordinate supervisor, have that supervisor complete Part II</u>.

Your certification in Item 18 means that you accept responsibility for the accuracy and completeness with which the entire questionnaire describes the duties and responsibilities of the job. If Part I does not express your view of the duties and responsibilities that you have assigned the employee, it will be necessary for you to use Part II to qualify or elaborate on the description.

There are two essential cautions you should observe:

1. Under no circumstances should you change or alter the employee's entries in Part I.

2. Do not make any statements or comments about the employee's work performance, competence or qualifications. This questionnaire will be used to evaluate the duties that constitute the position, not the performance or qualifications of the employee.

Sign and date the certificate showing that you consider the entire questionnaire to be accurate and complete.

15. **Describe briefly the employee's position as you see it. Show how it relates to the functions of the department.**

16. **List the duties assigned to this employee that are most important (use the duty numbers from Item 1).**

17. **State any additions or exceptions to the statements made by the employee in Part I.**

18. **I certify that the above information is accurate and complete.**

Signature of
Immediate Supervisor _____

Name (please print) _____

Date _____ **Department** _____

19. **Comments by department head:**

20. **I certify that the above information is accurate and complete.**

Signature of
Department Head _____

Name (please print) _____

Date _____ **Department** _____